

D

Public Education System

District of Columbia Public Schools

www.k12.dc.us

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$873,535,192	\$934,193,522	\$956,349,913	2.4
FTEs	10,621.0	10,814.0	10,790.0	-0.2

The mission of the District of Columbia Public Schools (DCPS) is to develop inspired learners who excel academically and socially in dynamic schools that instill confidence and generate enthusiasm throughout the District's many diverse communities and make DCPS the first choice of parents, youth and families.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Develop, attract and retain excellent principals and teachers.
- Implement rigorous curricula, strong academic programs, accelerated learning and extensive enrichment offerings.
- Develop a service-oriented central administration that excels at supporting schools.

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- Maximize the dollars used to improve student achievement.
- Enable and energize parent and community involvement.
- Strengthen the partnerships between DCPS, city agencies and community-based organizations.

DCPS Interesting Facts...			
The number of special education students, including private placement is		Number of new Special Education seats created between Sept. 2001 and Sept. 2003 to serve students closer to home.	
■ Elementary	3,981	■	700
■ Junior/Middle	1,636		
■ High School	1,573		
■ Special Ed Schools	1,014		
■ Alternative Schools	44		
■ Subtotal	8,248		
■ Private Placement	2,595		
The percentage of students who are eligible for Medicaid services is		Average number of years since a typical DCPS neighborhood school was built or modernized.	
■	65%	■	63
The number of full-time and part-time teachers is		Total cost of the DCPS building modernization program (assuming 6-8 modernizations per year, over the next 20 years)	
■ Elementary	2,675	■	\$3.5 billion
■ Junior/Middle	780		
■ High School	872		
Number of DCPS elementary schools designated by US Department of Education as No Child Left Behind (NCLB) Blue Ribbon Schools. (Mann ES, West ES, and Burrville ES)		Percentage of DCPS appropriated budget allocated to non-classroom "State-Level" functions and costs.	
■	3	■	25%

Funding by Source

Tables GA0-1 and 2 show the sources of funding and FTEs by fund type for the D.C. Public Schools.

Table GA0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Special
Local Fund	740,706	711,890	738,444	760,494	22,051	3.0
Special Purpose Revenue Fund	5,757	6,630	6,527	7,330	803	12.3
Total for General Fund	746,463	718,521	744,971	767,824	22,854	3.1
Federal Payments	2,500	1,399	17,397	13,000	-4,397	-25.3
Federal Grant	107,175	91,966	114,749	117,450	2,700	2.4
Federal Medicaid Payments	0	23,073	0	0	0	0.0
Total for Federal Resources	109,675	116,437	132,146	130,450	-1,696	-1.3
Private Grant Fund	6,609	3,229	3,599	3,670	71	2.0
Total for Private Funds	6,609	3,229	3,599	3,670	71	2.0
Intra-District Fund	36,313	35,348	53,478	54,406	928	1.7
Total for Intra-District Funds	36,313	35,348	53,478	54,406	928	1.7
Gross Funds	899,060	873,535	934,194	956,350	22,156	2.4

*Percent Change is based on whole dollars.

Table GA0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	10,266	9,203	9,515	8,739	-776	-8.2
Special Purpose Revenue Fund	23	19	25	25	0	-0.8
Total for General Fund	10,289	9,222	9,540	8,764	-776	-8.1
Federal Resources						
Federal Grant	820	713	865	1,144	279	32.3
Federal Medicaid Payments	0	237	0	0	0	0.0
Total for Federal Resources	820	950	865	1,144	279	32.3
Private Funds						
Private Grant Fund	64	79	94	94	0	0.3
Total for Private Funds	64	79	94	94	0	0.3
Intra-District Funds						
Intra-District Fund	62	370	315	788	473	150.0
Total for Intra-District Funds	62	370	315	788	473	150.0
Total Proposed FTEs	11,236	10,621	10,814	10,790	-24	-0.2

Expenditure by Comptroller Source Group

Table GA0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table GA0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	358,625	357,200	366,349	369,812	3,464	0.9
12 Regular Pay - Other	129,543	134,240	114,772	118,663	3,891	3.4
13 Additional Gross Pay	27,804	11,657	7,278	7,086	-191	-2.6
14 Fringe Benefits - Curr Personnel	55,946	57,771	75,007	72,374	-2,633	-3.5
15 Overtime Pay	5,576	7,795	3,406	3,272	-133	-3.9
99 Unknown Payroll Postings	315	225	15	500	485	3,328.0
Subtotal Personal Services (PS)	577,809	568,889	566,826	571,708	4,882	0.9
20 Supplies and Materials	34,704	27,284	30,671	32,999	2,327	7.6
30 Energy, Comm. And Bldg Rentals	25,072	23,233	25,843	24,853	-991	-3.8
31 Telephone, Telegraph, Telegram, Etc	4,272	4,089	5,974	6,254	280	4.7
32 Rentals - Land And Structures	2,044	5,313	5,524	5,051	-473	-8.6
33 Janitorial Services	0	20	33	33	0	0.0
34 Security Services	0	261	282	254	-28	-10.0
40 Other Services And Charges	27,063	24,451	22,268	19,979	-2,289	-10.3
41 Contractual Services - Other	76,125	75,273	117,069	130,649	13,580	11.6
50 Subsidies And Transfers	128,221	129,213	129,457	135,014	5,556	4.3
70 Equipment & Equipment Rental	18,750	15,444	30,245	29,557	-687	-2.3
91 Expense Not Budgeted Others	5,000	66	0	0	0	0.0
Subtotal Nonpersonal Services (NPS)	321,251	304,647	367,367	384,642	17,275	4.7
Total Proposed Operating Budget	899,060	873,535	934,194	956,350	22,156	2.4

*Percent Change is based on whole dollars.

Gross Funds

The proposed budget of \$956,349,913 is an increase of \$22,156,391 or 2.4 percent over the approved FY 2004 budget of \$934,193,522. There are 10,790.3 total FTEs for the agency, a decrease of 23.9 FTEs from FY 2004.

General Fund

Local Funds. The Local funding that is allocated to DCPS every year is based on two analytical components. The majority of funding for the agency is derived from the District Council leg-

islated Uniform Per Student Funding Formula (UPSFF). This formula is proposed by the State Education Office under the Mayor and is adopted by the District Council. Details of the legislated formula and applications of these funds may be found in the D.C. Code Title 38, Subtitle X, Chapter 29. This funding supports all Local Education Agency (LEA) functions that DCPS provides, including classroom instruction, extracurricular activities and basic administration. This funding formula allocates dollars on a per student basis, applying different

weights to grade levels and special needs to ensure that student populations requiring additional dollars for education receive the appropriate funding levels. The general purpose of the formula is to ensure equity in funding between DCPS and D.C. Public Charter Schools, which also receive funding based on the UPSFF.

The second component is a discretionary funding level for the State Education Agency functions that are provided by DCPS. These functions include non-public tuition payments for special education students who are not enrolled in D.C. Public Schools, funding to transport special education students and additional state-level functions such as Board of Education Charter School oversight. Once the two component funding levels have been established, the total dollars are allocated to the appropriate programs within the DCPS budgetary structure.

The proposed Local budget is \$760,494,398, an increase of \$22,050,844 over the FY 2004 approved budget of \$738,443,554. The UPSFF yielded \$568,044,919 in funding for LEA functions, an increase of \$20,227,344 over the FY 2004 LEA funding of \$547,817,575. The FY 2005 foundation funding per student is \$6,903.60, an increase of \$352.87 over the FY 2004 foundation level of \$6,550.73 (See page D-20).

Local Education Agency Funding Analysis:

The increases in LEA funding from FY 2004 to FY 2005 includes:

- The impact of the FY 2004 LEA based Teacher Pay Raises, which increased the UPSFF by \$348.46 to \$6,899.19 and the LEA costs to \$576,958,344.
- The impact of increased SEA costs due to the Special Education Transportation Court Order which were being subsidized by LEA funding, which increased the UPSFF by \$5.74 to \$6,904.93 and the LEA costs to \$577,438,344.
- An inflationary increase of 2.81 percent to the UPSFF, which increased the UPSFF by \$194.03 to \$7,098.96 and the LEA costs to \$593,664,478.
- An initial decrease in the student enrollment based on an unaudited student count of 1,932

students resulting in a decrease to the LEA funding of \$8,526,184 to \$585,138,295.

- Redirection of \$16,102,409 from LEA funding to SEA funding, resulting in a decrease in the UPSFF of \$195.36 to \$6,903.60 and reducing LEA funding to \$569,035,887 and establishing the SEA funding at \$192,819,662.
- A second decrease in the student enrollment, based on the audited student count from school year 2003-2004, resulting in a decrease to the LEA funding of \$8,416,704 to \$560,619,183.
- An increase of \$7,025,106 in LEA Special Education funding as a result of proposed legislation to change the definitions of the Special Education Levels in accordance with Federal guidelines.
- An increase of \$411,938 in General Education funding as a result of a SEO recommendation to fund Ballou High School at its FY 2004 budgeted enrollment.
- A decrease of \$11,307 due to adjustments in the UPSFF.

The Local Education Agency Funding

Analysis resulted in:

- Funding of \$459,785,169 for General Education to support to support enrollment of 62,280, a decrease of 2,140 students from FY 2004. This represents an increase in funding of \$5,028,209 from FY 2004. The enrollment included 576 student slots as part of the universal pre-kindergarten initiative.
- Within the General Education funding level, \$5,453,571 is reserved, pending the verification of residency for 589 students identified during the annual student enrollment audit.
- Add-on funding of \$82,046,180 to support 8,248 special education students enrolled in DCPS, an increase of 182 students and \$13,548,132 in funding over FY 2004.
- Add-on funding of \$14,025,354 to support 5,079 limited English proficiency (LEP) and no-English proficiency (NEP) students, a decrease of 45 students. This represents an increase of \$598,988 in funding over FY 2004.
- Add-on funding of \$12,188,216 in summer

school funding to support 10,385 students, an increase of 385 students and \$1,051,740 in funding from FY 2004.

Universal Pre-Kindergarten

The FY 2005 proposed budget includes an internal reallocation of funding to allow 576 additional pre-kindergarten students access to pre-kindergarten throughout the city. The proposed reallocation is funded through a reduction of the UPSFF weighting for Kindergarten from 1.17 to 1.03. The universal pre-kindergarten weighting of 1.17 yields \$4,656,888 in addition to the funding provided for projected enrollments in FY 2005.

State Education Agency Funding Analysis:

State Education Agency (SEA) functions are funded at \$192,449,480, an increase of \$37,805,385 from the FY 2004 SEA funding of \$154,644,095. This is due to:

- An increase of \$20,297,004 for Special Education Transportation resulting from Federal Court Mandates associated with the establishment of the Transportation Receiver in FY 2004.
- An inflationary increase of 2.81 percent, or \$4,900,137, for all functions.
- An increase of \$4,903,044 for labor contingency costs due to pay raises received in FY 2004.
- An increase of \$1,849,785 for Swing Space Transportation.
- A net increase of \$5,855,415 for other SEA functions.

There are 8,739.3 FTEs funded by Local sources, which represents a decrease of 775.9 FTEs from FY 2004.

No Child Left Behind Contingency (NCLB) Funding

A contingency budget was established in FY 2004 as an enhancement to the DCPS budget for costs associated with implementing the federal No Child Left Behind Act. This funding is provided in the Non-Departmental agency (DOO). For FY 2005 this amount is \$3,130,000. Funding for this initiative is con-

tingent upon verification of the costs of the federal legislative requirements.

Special Purpose Revenue Funds. The proposed budget is \$7,329,992, an increase of \$802,718 from the FY 2004 approved budget of \$6,527,274. There are 24.8 FTEs funded by Special Purpose Revenue sources, which represents a decrease of 0.2 FTEs from FY 2004.

This increase is primarily due to:

- \$250,000 for Teacher's Certification Funds, (this account was transferred from the DCPS Central Investment Fund and established as a Special Purpose Revenue account);
- \$143,128 for the PEPCO fund, (this amount was inadvertently omitted in the FY 2004 budget); and
- approximately \$408,000 for cafeteria sales.

Private Funds

The proposed budget is \$3,670,000, an increase of \$71,160 from the FY 2004 approved budget of \$3,598,840. There are 94.25 FTEs funded by Private sources, an increase of 0.25 FTE from FY 2004. This increase is anticipated in revenues from Channel 28 based on prior year contributions.

Federal Funds

Federal Grants. The proposed budget is \$117,449,727, an increase of \$2,700,459 from the FY 2004 approved budget of \$114,749,268. DCPS receives Federal grant awards on behalf of Public Charter Schools and allocates funding to them independently. Therefore, the represented budget for Federal funding for DCPS also includes dollars to be allocated to Public Charter Schools in FY 2005. There are 1,144.44 FTEs funded by Federal sources, which represents an increase of 279.44 FTEs from FY 2004.

This increase is primarily due to 279.44 FTEs attributed to the federal No Child Left Behind mandate, as well as leveraging grants for personnel expenses related to grant activity, \$4.85 million in Title I grants, and \$1.1 million in Special Education grants.

There was a decrease of approximately \$3.2

million in Even Start, Comprehensive School Reform and Impact Aid.

Federal Payments. The proposed budget is \$13,000,000, a decrease of \$4,396,750 from the FY 2004 approved budget. The funding is used for strengthening leadership and instructional excellence through principal and teacher recruitment and retention, and increasing student achievement through supplemental services and public school choice.

Intra-District

The proposed budget is \$54,405,796, an increase of \$927,960 over the FY 2004 approved budget of \$53,477,836. There are 787.5 FTEs funded by Intra-District sources, an increase of 472.5 FTEs over FY 2004.

This increase is primarily due to \$22,258,522 in Federal Medicaid Revenue. This represents a decrease of \$994,057 from the FY 2004 approved level. The change represents an adjustment in DCPS' operations as a public provider of Medicaid-eligible services. The increase in funding level of \$927,960 from the FY 2004 approved budget is primarily attributed to projected revenue increases in the school lunch program and after-school activities.

Programs

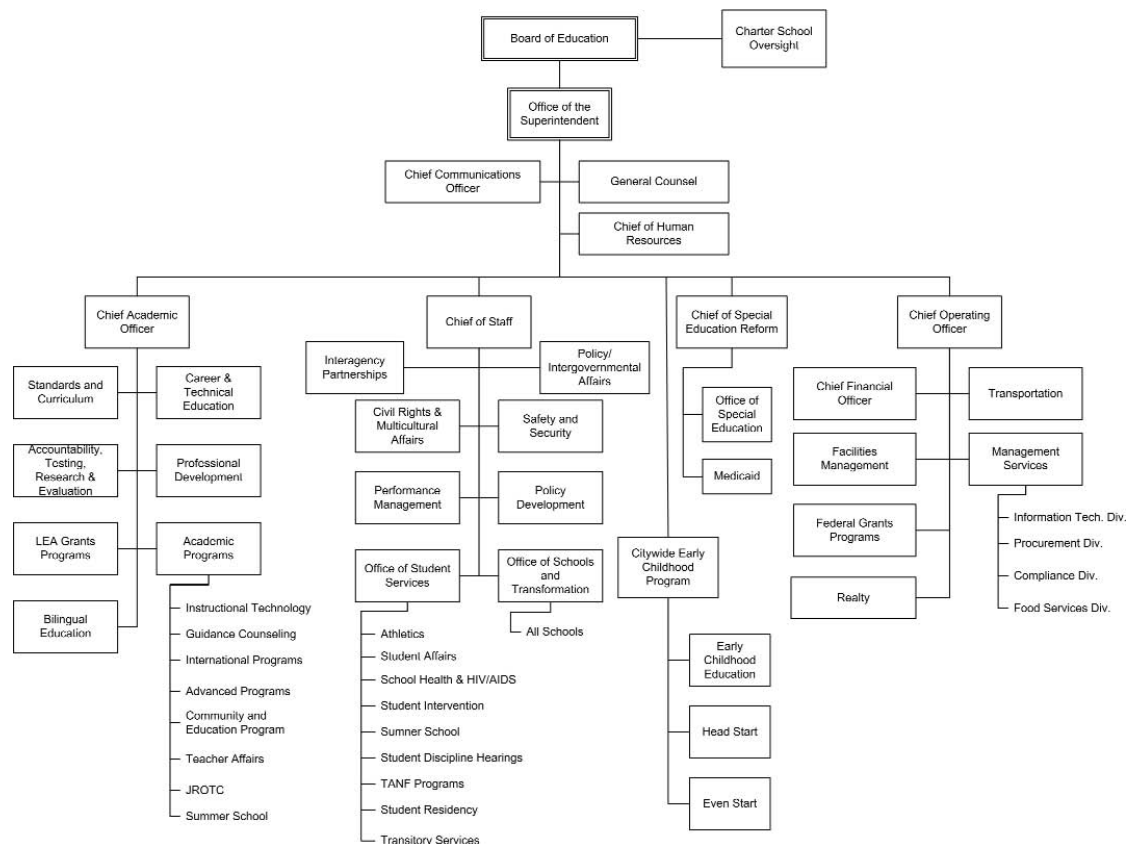
D.C. Public Schools are committed to the following programs:

Schools and School Transformation

The Schools and School Transformation

Figure GA0-1

D. C. Public Schools



Program provides educational leadership, rigorous instruction, and a nurturing learning environment for DCPS students, faculty, parents and community members. This program consists of six activities:

- **Office of Schools and School Transformation** - provides educational leadership services to principals, teachers, students, parents and community members so that principals effectively lead dynamic schools, teachers positively impact academic and social achievement, students meet or exceed prescribed standards of achievement, and parents and community members are energized and involved in their local schools, making the D.C. Public Schools their first choice.
- **Elementary Schools** - deliver an enriched, foundation-based instructional program, within a nurturing and challenging learning environment for all DCPS students in grades Pre-K through six so that they can excel academically and socially, resulting in consistent progress and promotion.
- **Middle and Junior High Schools** - deliver an enriched and rigorous instructional program, within a nurturing and challenging learning environment, that addresses the unique needs of all DCPS students in grades 6 through 9 so that they can excel academically and socially and advance to secondary education.
- **Senior High Schools** - deliver an enriched and rigorous instructional program, within a nurturing and challenging learning environment, for all DCPS students in grades 9 through 12 to increase graduation rates and prepare students for college and the world of work.
- **Transformation Schools** - ensure that all DCPS students have multiple opportunities to learn and succeed, by taking advantage of a wide range of supplementary services from District agencies and community based organizations; such services may include health care, before and aftercare programs, and adult education.
- **Other School-Based Services** - provides extra duty pay, long-term substitutes, emergency,

and other school based services to individual schools so that they can maintain and improve the quality of students' education in the event of extraordinary or unplanned events.

Key initiatives associated with the Schools and School Transformation Program are:

- Establish baseline data for measures where reliable baseline information is unavailable.
- Increase the percentage of students at grade level in reading and mathematics in all grades.
- Increase percentage of students successfully completing algebra by end of eighth grade from 10 percent to 20 percent.
- Increase the percentage of schools achieving SETS Platinum Standard from 59 percent to 90 percent.
- Decrease the number of NCLB sending schools from 15 in FY 2004 to 10 in FY 2005.
- Continue the high school reform and school improvement initiatives already under way, in collaboration with the Department of Education and higher education organizations.
- Conduct performance evaluations and assessments of school and instructional climate at all senior high schools.

Key Result Measures

Program 1: Schools and School Transformation

Citywide Strategic Priority Area(s):

Strengthening Children, Youth, Families, and Elders

Manager(s): Divisional Assistant

Superintendents

Supervisor(s): Dr. Robert Rice, Interim

Superintendent

Measure 1.1: Percent of schools showing increases in average SAT-9 scores across all grades in reading

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-

Measure 1.2: Percent of schools showing increases in average SAT-9 scores across all grades in math

	Fiscal Year	
	2004	2005
Target	70	70
Actual	-	-

Measure 1.3: Percent of students successfully completing algebra by end of eighth grade

	Fiscal Year	
	2004	2005
Target	20	25
Actual	-	-

Measure 1.4: Percent of schools achieving SETS Platinum Standard

	Fiscal Year	
	2004	2005
Target	85	90
Actual	-	-

Measure 1.5: Percent of original T-9 schools with a substantial increase in SAT-9 scores across all grades in reading and math

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Measure 1.6: Number of schools with 40 percent or more of students at proficient or above on SAT-9

	Fiscal Year	
	2004	2005
Target	41	60
Actual	-	-

Note: FY 2004 target changed from 41 to 60 by DCPS (1/9/04).

Measure 1.7: Number of NCLB sending schools

	Fiscal Year	
	2004	2005
Target	10	10
Actual	-	-

Note: Specific FY 2005 targets will be adjusted and refined based on the results from SY2003-2004.

Curricula, Instruction and Academic Services

The Curricula, Instruction, and Academic Services program frames and directs instructional services, curricular programs, and professional development support to DCPS principals and teachers so that they can raise student achievement and close gaps in performance. This pro-

gram has 14 activities:

- **Chief Academic Officer** - supports and advances the DCPS mission through various programs and initiatives of the Office of Academic Services, to improve student achievement and to close gaps in academic performance.
- **Standards and Curriculum** - provides curriculum development, implementation, monitoring and review services to DCPS principals and teachers so that they can affect instructional delivery to all students as evidenced by performance on standardized assessment instruments.
- **Textbook Management** - provides textbook adoption, purchase and automated inventory services to DCPS principals so that they can select textbooks that are aligned with the DCPS curriculum and standards and to manage textbook inventory in an effective and efficient manner.
- **Academic Programs** - provides leadership, coordination and support services to the managers, directors and program leaders so that they can effectively deliver programs and services that are aligned with content standards.
- **Instructional Technology** - identifies, evaluates and selects, implements and sustains the most effective current and emergent educational technology tools and resources that enable all learners to master our educational goals and business objectives.
- **Guidance and Counseling** - provides development and support to DCPS K-12 Guidance Counselors, to enable them to offer direct service, advocate for academic achievement and support post-secondary placement and personal success for all students. This program also:
 - Coordinates counseling services and interventions with counselors; school-based social workers and psychologists. Coordinates with other DCPS departments to provide an array of student support and intervention services.
 - Collaborates with community partners, professional organizations, foundations, private institutions and colleges to pro-

- vide seamless support services for students.
- Ensures counselor accountability and monitoring of services to achieve the goal of 100 percent of counselors spending as much as 70 percent of their time in direct service delivery to students to increase academic achievement.
- **International Programs** - provides information, resources, educational programming, and liaison services to students, teachers, school-based and central office administrators so that all DCPS students will have access to challenging and innovative age-appropriate and standards-based international and intercultural educational experiences, which will nurture global awareness and competency.
- **Advanced Programs** - provides staff development, information and technical support services to DCPS students, parents and staff, so that they can seek out and receive educational experiences appropriate to the unique instructional and social-emotional needs of academically advanced students.
- **Teacher Affairs** - coordinates the teacher induction program for new teachers. Provides professional development/training for resident and retired mentors who support new teachers. Provides ongoing instructional support to DCPS teachers to enable them to improve the delivery of instruction to students. Collaborates with outside agencies to provide incentives to recognize and reward exemplary teachers.
- **Junior Reserve Officers' Training Corps (JROTC)** - provides classroom instruction, training and student support services to Junior ROTC cadets enabling them to excel academically, have a sense of accomplishment, be more responsible and become better citizens.
- **Educational Accountability** - provides assessment, data, evaluation, and research services to academic offices, schools, foundations, government offices, universities, media and private citizens so that they can have information, tools and

skills to monitor the academic progress of students and assess the quality of programs.

- **Bilingual Education** - provides opportunities for uncertified bilingual/ESL teachers to take coursework leading to bilingual/ESL standard certification, for bilingual counselors to receive training and tuition assistance toward the attainment of counselor certification, and provides translation aides training and tuition assistance leading to teaching degrees.

This program also:

- provides general education teachers with tuition assistance for professional development related to serving English language learners (ELLs);
- conducts school-based and centrally located workshops in effective instructional and assessment practices for ELLs for all levels of staff in the District;
- develops dual-language, Spanish-English bilingual programs at the elementary level;
- provides services to non-English proficient students with limited, previous formal education and low-literacy skills through Newcomer programs at five middle and senior high schools; and
- assesses all newly enrolled linguistically and culturally diverse students in the Office of Bilingual Education Intake Center.
- **Professional Development** - identifies, designs and implements professional enrichment opportunities for all DCPS personnel. Develops the tools, protocols, support strategies, instructional capacity and infrastructure to drive improvement efforts in all schools and classrooms. Provides professional support to all DCPS principals and teachers to increase student achievement and close the gaps in academic performance, specifically in schools with the greatest academic needs.
- **Career and Technical Education** - directs the development and implementation of programs and disseminates trade and industrial career information for District middle/junior and senior high school stu-

dents so that they can make appropriate, informed decisions concerning post-secondary education and careers.

Key initiatives associated with the Curricula, Instruction and Academic Services Program are:

- Establish baseline data for measures where reliable baseline information is unavailable.
- Vigorously disseminate and embed in all classrooms challenging content standards that are clear, high and describe in succinct ways what students should know and what they should be able to do.
- Ensure that the standards and the aligned curricula become real in the lives of teachers and students.
- Implement accountability policies and mechanisms that are clear and public, and designed to facilitate prompt support for staff members who need assistance.
- Connect and work in more comprehensive ways with postsecondary, civic, cultural, advocacy and governmental partners to dramatically increase the preparation levels and success measures for all students.
- Develop more precise indicators of success in improving student achievement.

Key Result Measures

Program 2: Curricula, Instruction, and Academic Services

Citywide Strategic Priority Area(s): Improving Public Education

Manager(s): Dr. Robert Rice, Interim Superintendent

Supervisor(s): Dr. Robert Rice, Interim Superintendent

Measure 2.1: Percent of students and teachers in receipt of textbooks aligned with DCPS curriculum and standards

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Measure 2.2: Percent of schools with Gifted and Talented or AP course program

	Fiscal Year	
	2004	2005
Target	20	15
Actual	-	-

Measure 2.3: Number of new teachers enrolled in "Effective Teacher Strategies"

	Fiscal Year	
	2004	2005
Target	250	250
Actual	-	-

Measure 2.4: Number of AP courses offered in each high school

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

Measure 2.5: Number of twelfth graders taking the SAT

	Fiscal Year	
	2004	2005
Target	2,500	2,500
Actual	-	-

Measure 2.6: Percent of tenth graders taking the PSAT

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

Citywide Early Childhood Initiatives, Headstart, Pre-kindergarten and Even Start Programs

The purpose of the Citywide Early Childhood Initiatives, Headstart, Pre-Kindergarten and Even Start Programs is to provide leadership in establishing citywide linkages and alignment between public, governmental and private agencies that address the needs of children ages 3 through 6. The purpose is also to ensure that the District's young children are provided with congruent school, family and citywide community support so that children are ready to be successful in school, and schools are ready for children. The programs will do this by developing, implementing and monitoring initiatives that provide nurturing, engaging and stimulating model learning environments for all children, aged 3 through 6. They will also provide comprehensive, systematic, and appropriate standards-based

early childhood education, critical early childhood developmental and health screenings for children, family support services through collaboration with District agencies and community based organizations; and organize training and professional development for city and school early childhood educators and parents on early developmental education with a focus on literacy.

There is one activity in this program:

- **Even Start Family Literacy** - provides leadership to Locally funded programs and ensures the delivery of services of sufficient intensity and duration to make sustainable changes in a family that integrate all of the following activities: interactive literacy activities between parents and their children; training for parents on how to be the primary teacher for their children; parent literacy training that leads to economic self-sufficiency; and age-appropriate education to prepare children for success in school and life experiences.

Key initiatives associated with the Citywide Early Childhood Initiatives, Head Start, Pre-Kindergarten and Even Start Program are:

- Establish baseline data for measures where reliable baseline information is unavailable.
- Develop a common definition of school readiness across citywide and school early childhood programs.
- Consolidate the current Head Start and pre-kindergarten programs.
- Develop a process for the revision of early childhood standards and curriculum.
- Establish policy that supports enrollment of the maximum number of Head Start eligible students.

Key Result Measures

Program 3: Citywide Early Childhood Initiatives, Head Start, Pre-Kindergarten and Even Start Programs

Citywide Strategic Priority Area(s): Improving Public Education

Manager(s): Ms. Mary Gill, Chief of Citywide Early Childhood Initiatives

Supervisor(s): Dr. Robert Rice, Interim Superintendent

Measure 3.1: Percent of instructional staff who have been trained in developmentally appropriate curriculum, practices and Head Start standards

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Measure 3.2: Percent of children receiving developmental screening

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Measure 3.3: Number of children who demonstrate gains in reading proficiency as a result of the pilot reading programs

	Fiscal Year	
	2004	2005
Target	90	90
Actual	-	-

Special Education and Medicaid Reform

The **Special Education and Medicaid Reform** program provides special education assessment, placement and related services. This program has five activities:

- **Support Services** - provides special education assessment services and related services, and technical support and assistance to DCPS local schools and students so students can access the full general education curriculum, reaching their potential in the least restrictive environment.
- **Nonpublic Day, Residential, Interagency, and Charter Schools** - provides assessments, placements, monitoring, and technical support services to nonpublic schools, charter schools and students so schools can follow policies and procedures outlined by federal law and state regulations, and students can receive an appropriate education and related services in the least restrictive environment and at an appropriate cost.
- **Division of Mediation and Compliance** - provides legal advice, reports and due process and mediation compliance sup-

port services to central administration and local school staff so that they can be compliant and document compliance with Individuals with Disabilities Education Act (IDEA), both administratively and in court.

- **Programs and Initiatives** - provides program development, technical assistance, training, compliance, transition services and direct services to DCPS schools so that they can develop new approaches in providing special education services and prevention interventions. This ensures that students experience successful mandated IDEA transitions and receive assistance to help them increase their positive behavior and help visually impaired and blind students receive needed services.
- **Medicaid Recovery** - provides monitoring, reporting and technical assistance services to the D.C. Public Schools in order to maximize the recovery of federal Medicaid entitlement dollars, while minimizing the use of organizational resources and the administrative burden on operating divisions in support of cost recovery.

Key initiatives associated with the Special Education and Medicaid Reform Program are:

- Increase the accountability outcomes for students with disabilities equal to non-disabled students in key student performance categories.
- Increase the amount recovered through Medicaid from \$23 million in FY 2004 to \$25 million in FY 2005.
- Use data to improve management processes and reduce costs in the special education central office.
- Develop cross-agency partnerships to facilitate lasting improvements in the delivery of services to all District children and families.
- Develop a five-year master plan for special education services and facilities needs
- Continue to increase capacity to serve special education students within the DCPS placement continuum.

Key Result Measures

Program 4: Special Education and Medicaid Reform

Citywide Strategic Priority Area(s): Strengthening Children, Youth, Families, and Elders

Manager(s): Dr. Ray Bryant, Chief of Special Education Reform

Supervisor(s): Dr. Robert Rice, Interim Superintendent

Measure 4.1: Percent of special education students attending public schools making adequate yearly progress in reading

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Measure 4.2: Percent of hearing request issues resolved prior to hearing

	Fiscal Year	
	2004	2005
Target	75	75
Actual	-	-

Measure 4.3: Percent of students served within their local school or school of choice

	Fiscal Year	
	2004	2005
Target	80	80
Actual	-	-

Measure 4.4: Dollar amount (millions) of Medicaid revenue recovered

	Fiscal Year	
	2004	2005
Target	23.2	23.5
Actual	-	-

Parent, Community, and Inter-agency Partnerships

The **Parent, Community, and Inter-agency Partnership** program provides information, public engagement, and partnership coordination services to parents, community groups, and District agencies, so that they can be energized and engaged partners in strengthening our schools and communities.

This program has two activities:

- **Communications and Public Information** - provides information services to parents, students, school staff, media, local and federal legislators and leaders so that they are bet-

ter informed about the goals, objectives, programs, policies, activities and accomplishments of their school system.

- **Interagency Partnerships and Wrap-Around Services** - provides comprehensive school-based support services to students of transformation schools so that they can access resources and assistance through partnerships that will enhance their well-being.

Key initiatives associated with the Parent, Community, and Interagency Partnership Program are:

- Establish baseline data for measures where reliable baseline information is unavailable.
- Establish an implementation strategy for wrap-around services at Turner and Davis Elementary, including placement of a school-based coordinator at each site.
- Establish new partnerships with public and private sector entities that will enhance resources at the Transformation Schools.
- Develop new system-wide partnerships.
- Develop and manage a system-wide partnerships database.

Key Result Measures

Program 5: Parent, Community, and Interagency Partnerships

Citywide Strategic Priority Area(s):

Strengthening Children Youth, Families, and Elders

Manager(s): Dr. Gloria Grantham, Director of Transformation Schools; Lucy Young, Communications Officer

Supervisor(s): Dr. Robert Rice, Interim Superintendent

Measure 5.1: Percent of the public reporting that they received information from their school at least twice in the past year

	Fiscal Year	
	2004	2005
Target	100	100
Actual	75	-

Note: FY 2003 data is not available for KRM 5.1 (1/9/04).

Measure 5.2: Number of Transformation Schools with mental health partnerships

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

Measure 5.3: Number of Transformation Schools with agency-provided child, family and community-focused services

	Fiscal Year	
	2004	2005
Target	10	10
Actual	-	-

Direct Student Services

The **Direct Student Services** program provides direct student services to students and schools to support student achievement and create an enriching, safe, and healthy school environment.

This program has 13 activities:

- **Transitory Services** - provides on-going and supplemental instructional services to medically impaired, migrant and homeless students so that they can maintain academic continuity.
- **Student Affairs** - provides support for the instructional program and the delivery of services to students so that they can achieve academic excellence and access opportunities for post-secondary education, leadership, growth, and enrichment.
- **School Health** - provides health and human support and technical assistance to all D.C. Public Schools, so that they can implement and comply with federal and DCPS school health laws, policies and procedures, and improve student health.
- **HIV/AIDS Education** - provides training, workshops, and educational materials to the public schools to increase their capacity to plan and implement effective HIV prevention educational programs for students in grades 6 through 12, students with special needs and students in high risk situations.
- **Student Intervention** - provides prevention and intervention services to students, staff, families and community partners so

that they can support safe, respectful school communities that are peaceful and drug-free.

- **Summer School Museum and Archives** - provides archival, museum and conference services to D.C. Public Schools, the District and federal governments, and the general public so that they can obtain information, increase knowledge, hold community meetings, and benefit from a historic site.
- **Student Residency** - provides residency verification services to local schools and school officials so that they can capture appropriate per pupil funding for schools.
- **Student Disciplinary Hearings** - provides student disciplinary hearings and consultation services to the DCPS student population and school staff so that they can receive due process, behavior support counseling opportunities, and a safer learning environment.
- **Athletics** - provides athletic contests and training services to students, coaches, and athletic directors to enhance DCPS students' educational experience and help students gain access to post-graduation educational opportunities.
- **Out-of-School Time and Community-Based Programs** - provides out-of-school-time programming for up to 8,000 low-income District of Columbia children through District of Columbia After School for All (DCAFA); provides educational services, job readiness training, placement assistance and case management to up to 600 low-income teen mothers in the New Heights Program; and provides literacy training and skills development services to for to 800 low-income District of Columbia adults in the Strengthening Adult Literacy Skills (SALS) program. (The program has historically been funded through an MOU with the Department of Human Services.)
- **Transportation** - provides transit services to DCPS students so that special needs students can access the education systems

and non-special needs students can access and experience educational enrichment activities.

- **Food and Nutrition Services** - provides nutritious meals and meal eligibility classification services to DCPS students and various entities requiring meal eligibility data so that children can have the nutritional requirements they need to prepare for learning, and other entities can use the eligibility information to accomplish their educational mission.
- **Safety and Security** - provides and maintains safety and security-related services for students, staff, and visitors where they are afforded a safe and secure environment while in attendance or visiting facilities or property under the charge of DCPS.

Key initiatives associated with the Direct Student Services Program are:

- Establish baseline data for measures where reliable baseline information is unavailable.
- Ensure that 100 percent of DCPS students have up-to-date immunization records.
- Reduce the number of security incidents within schools by an additional 25 percent.
- Increase the availability of transportation buses, drivers and attendants for service at start-up each day to 100 percent daily.
- Increase the total student scholarship dollars awarded by five percent over the current year's total.

Key Result Measures

Program 6: Direct Student Services

Citywide Strategic Priority Area(s): Strengthening Children, Youth, Families, and Elders

Manager(s): Ralph Neal, Assistant Superintendent

Supervisor(s): Dr. Robert Rice, Interim Superintendent

Measure 6.1: Percent of students with up-to-date immunization records on file

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Measure 6.2: Percent reduction in number of serious security incidents within schools

	Fiscal Year	
	2004	2005
Target	25	25
Actual	-	-

Measure 6.3: Percent of buses, drivers and attendants available for service at start-up each day

	Fiscal Year	
	2004	2005
Target	100	100
Actual	-	-

Measure 6.4: Percent increase in total student scholarship dollars awarded

	Fiscal Year	
	2004	2005
Target	5	5
Actual	-	-

Measure 6.5: Percent of students in grades 7-12 receiving HIV/AIDS education

	Fiscal Year	
	2004	2005
Target	80	80
Actual	-	-

Measure 6.6: Percent of students receiving school breakfast each day

	Fiscal Year	
	2004	2005
Target	30	50
Actual	-	-

Measure 6.6: Percent of students receiving school lunch each day

	Fiscal Year	
	2004	2005
Target	70	90
Actual	-	-

School Support Services

The School Support Services program reliably and effectively delivers school-based and central support functions to schools, in a data-driven, efficient, and customer service-oriented manner, so that schools can focus on providing an excellent education to all students.

This program has 18 activities:

- **District of Columbia Board of Education and Charter School Oversight** - provides policy, leadership, oversight, and advocacy for the District's public schools on behalf of the public to ensure that the District's public schools provide a quality education in an efficient and effective manner, consistent with high standards, quality policy, legal and regulatory requirements, and represents the needs and interests of the District's children, parents and other residents.
- **Superintendent** - provides leadership, policy and administrative direction for the implementation of the DCPS Business Plan pursuant to the decisions of the Board of Education.
- **Chief of Staff** - provides leadership, oversight and day-to-day management services to DCPS so it effectively operates and implements all the Superintendent's directives and policies.
- **Operations** - provides management and program operations oversight, leadership, direction and guidelines for the control of major fiscal budget, procurement and overall operational functions of the District of Columbia Public Schools. Ensures accountability and compliance with industry operational practices and meets the needs and demands of the internal and external system users.
- **General Counsel** - provides in-house legal counsel and representation services to the DCPS Board of Education, superintendent, administration, and school-based employees so that they can operate a system that is in compliance with legal requirements.
- **Policy Development and Inter-governmental Affairs** - provides policy development, monitoring, dissemination and information services to the Superintendent and the program and school staff of DCPS to ensure the creation, implementation and accessibility of policies that are internally consistent, promote institutional objectives, reflect best practices from other school districts and research, and comply with federal,

state, and local requirements. Also maintains relationships with governmental entities that have jurisdiction over DCPS.

- **Quality Management & Accountability** - provides planning, performance management, and analytic support to DCPS leadership, program managers, and schools so that all managers and principals can align their unit and schools to achieving the objectives of the Business Plan, receive better access to information necessary for data-driven decisions, and hold individuals accountable for results, leading to measurable student achievement.
- **Human Resources** - provides highly qualified teachers, administrative and support personnel via recruitment, staffing, and retention strategies that enable DCPS to attract, hire, support and retain qualified staff; to offer state licensing services to those who are seeking teacher and administrator credentials for the District of Columbia; to implement, evaluate and maintain Human Resources Information Systems (HRIS) that provide access and use of employee data for reporting and forecasting purposes; and to ensure workplaces are free from all forms of unlawful discrimination and harassment, and that rules, policies, practices and behaviors are fair and do not disadvantage people because they belong to a particular group.
- **Civil Rights and Multicultural Affairs** - provides systemic monitoring, training, and consultations to DCPS teachers, staff, administrators, parents and community so that they can comply with the Plan to provide services to English Language Learner (ELL) students, provide equitable and quality educational opportunities and improved academic student success to all ELL students and build sensitivity, awareness and support for diversity across the District's schools.
- **Compliance** - provides independent and objective compliance and audit services and technical assistance to the Superintendent, senior management team, and individual activity managers so that they can effectively manage resources, ensure compliance with various court orders and consent decrees, safeguard DCPS assets, ensure compliance with applicable laws and regulations and reduce the instances and potential of fraud, waste, and abuse of DCPS resources.
- **Facilities Management** - provides operations, maintenance, planning, design, and construction services to students, staff and community so that they can attend schools that are safe, healthy, educationally appropriate and are anchors in the community.
- **Realty** - provides non-appropriated, self-sustaining capital and asset management services to DCPS so District government agencies, religious organizations, community groups and other public and private entities can access and utilize DCPS buildings and DCPS can obtain and utilize the income derived to provide children with safe and comfortable learning environments.
- **Chief Financial Officer** - provides financial leadership and services according to governmental regulations, policies and sound financial practices to DCPS so that it can maintain fiscal integrity, effectively work on new initiatives with internal and external partners, and ensure adequate funding and support for educational initiatives.
- **LEA Grants Management** - provides federal grant distribution and management assistance services to District public and private schools so that they can implement programs for the benefit of their students in accordance with applicable federal regulations and guidelines, and the DCPS Strategic Business Plan.
- **SEA Grants Management** - provides grants development, implementation, and closure services to LEAs for maximum benefit of federal and private dollars to ensure that all students in the District of Columbia achieve academic excellence.
- **Contracts and Acquisitions** - provides procurement services to schools, program

managers, central office staff, and contractors so that DCPS schools and staff can obtain goods and services requested in a legal, timely and cost effective manner.

- **Food and Nutrition Services** - provides high quality, nutritious, safe, satisfying, and cost effective meals to students and faculty to enhance the learning environment and contribute to student achievement; and provides meal eligibility classification data to senior management, school administrators, and food services personnel so that they can maximize the attainment of other resources derived as a consequence of these statistics and ensure maximum reimbursement for meals served.
- **Information Technology** - provides information technology security, telecommunications and planning services to schools and central administration so that they can reliably and securely collect, store, organize and access student and employee data and communicate through electronic means; and provides an instruction-based infrastructure that assists in the meaningful and measurable advances in the teaching and learning environment of our students.

Key initiatives associated with the School Support Services Program are:

- Establish baseline data for measures where reliable baseline information is unavailable.
- Re-establish customer service survey to help improve central responsiveness to schools.
- Increase the availability of supplies to schools by implementing E-procurement for supplies.
- Improve food service to schools through the development and implementation of a strategic plan for food service.
- Provide access to 21st century instructional tools by installing high speed Internet access in all schools.
- Increase management and operational capacity in the Division of Facilities to be able to process and close open work orders and emergency requests.
- Ensure that 100 percent of schools and

administrative units receive understandable and useful monthly budget versus expenditure updates from OCFO.

- Ensure that principals and teachers are hired and placed by July 15.

Key Result Measures

Program 7: School Support Services

Citywide Strategic Priority Area(s): Strengthening

Children, Youth, Families, and Elders

Manager(s): Peter Parham, Chief Of Staff

Supervisor(s): Dr. Robert Rice, Interim Superintendent

Measure 7.1: Percent of schools reporting "good" or "excellent" customer service ratings for central office

	Fiscal Year	
	2004	2005
Target	80	80
Actual	-	-

District of Columbia Public Schools
Preliminary Uniform Per Pupil Funding Formula Proposed Allocation
SEO Proposed Weights and Foundation
FY 2005 Budget

Foundation Amount = 6903.60

	Weight	# of Students	Weighted Amount (Rounded)	Total Amount (Rounded)
General Education				
Pre-School	1.17	1,425	8,077.21	11,510,024
Pre-Kindergarten (Pre-K)	1.17	2,926	8,077.21	23,633,916
PRE-K INCENTIVE	1.17	576	8,077.21	4,656,888
Kindergarten	1.03	4,830	7,110.71	34,344,729
Grades 1-3	1.03	14,647	7,110.71	104,150,569
Grades 4-5	1.00	10,079	6,903.60	69,581,384
Ungraded ES	1.03	258	7,110.71	1,834,563
Grades 6 -8	1.03	12,850	7,110.71	91,372,624
Ungraded MS/ JHS	1.03	136	7,110.71	967,057
Grades 9 -12	1.17	12,457	8,077.21	100,617,805
Ungraded SHS	1.17	849	8,077.21	6,857,551
Alternative	1.30	207	8,974.68	1,857,759
Special Ed Schools	1.17	1,040	8,077.21	8,400,298
Adult	0.75		5,177.70	0
<i>Subtotal General Education</i>		62,280		459,785,168
Private Placement		2,595		
Total Student Enrollment		64,875		

Special Education

Level 1	0.55	1,495	3,796.98	5,676,485
Level 2	0.85	2,800	5,868.06	16,430,568
Level 3	1.50	1,659	10,355.40	17,179,609
Level 4	2.70	2,294	18,639.72	42,759,518
<i>Subtotal for Special Education</i>		8,248		82,046,180

Other Categories

LEP/NEP	0.40	5,079	2,761.44	14,025,354
Summer School	0.17	10,385	1,173.61	12,188,216

Total Local Education Agency 568,044,918

<i>Foundation level per pupil:</i> \$6,904	Plus State Education Agency Functions		
<i>Average local budget per pupil:</i> \$11,722	Tuition payments		71,556,907
	Transportation		61,997,004
	Child and Family Services		16,045,690
	Commission on Mental Health		4,133,509
	Other Special Education		8,828,238
<i>Average total formula allocation per DCPS pupil:</i> \$8,756	Oak Hill		3,118,945
	7 Point Plan		3,535,902
<i>Average add-on per DCPS special education pupil:</i> \$9,947	Board of Education Charter		
	Oversight		300,300
	Attorney Fees		9,821,948
	Swing Space Transportation		3,307,856
	Labor Contingency		4,903,044
	Plus Inflationary Increase		4,900,137
	Total State Education Agency		192,449,480
	Total FY 2005 Local Budget		760,494,398

Teachers' Retirement System

www.dcrb.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$0	\$0	\$9,200,000	N/A

The Teachers' Retirement System provides the District's required contribution to this retirement plan, which is administered by the District of Columbia Retirement Board.

The amount of the contribution is determined by an actuary who submits a certified report through the Retirement Board to the Mayor. By law (D.C. Code section 1-907.02), the District is required to budget an amount equal to or greater than the certified amount.

In recent years, a District contribution to the Teachers' Retirement System was not required because the fund value, member contributions, investment earnings, and a draw down against an existing credit were sufficient to meet the actuarial assumptions. However, as certified by the enrolled actuary and approved by the Retirement Board, a District contribution of \$9,200,000 will be required in FY 2005.

Gross Funds

The proposed budget is \$9,200,000, an increase from \$0 in FY 2004. There are no FTEs supported by this budget.

General Fund

Local Funds. The proposed budget is \$9,200,000, representing an increase from \$0 in FY 2004. There are no FTEs supported by this budget, which is unchanged from FY 2004.

Changes from the FY 2004 approved budget are:

- An increase of \$9,200,000 to fully fund the enrolled actuary's certification of the District contribution as set forth in D.C. Code section 1-907.03 and as approved by the District of Columbia Retirement Board. The District is required to fund this minimum amount per D.C. Code section 1-907.02 (a).

Funding by Source

Table GX0-1 shows the source of funding for the Teachers' Retirement System.

Table GX0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	0	0	0	9,200	9,200	N/A
Total for General Fund	0	0	0	9,200	9,200	N/A
Gross Funds	0	0	0	9,200	9,200	N/A

Expenditure by Comptroller Source Group

Table GX0-2 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table GX0-2

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
50 Subsidies and Transfers	0	0	0	9,200	9,200	N/A
Subtotal Nonpersonal Services (NPS)	0	0	0	9,200	9,200	N/A
Total Proposed Operating Budget	0	0	0	9,200	9,200	N/A

Programs

This budget provides for the District (employer) contribution to the Teachers' Retirement Fund, which is managed by the District of Columbia Retirement Board (DY0) (see Enterprise and Other Funds).

Under the National Capital Revitalization and Self-Government Improvement Act of 1997, the federal government assumed the District's unfunded pension liability for the retirement plans of teachers, police officers, fire-fighters, and judges. Pursuant to the Act, the federal government pays the future retirement and death benefits, and a share of disability payments for employees for service accrued prior to June 30, 1997. Benefits earned subsequently remain

the responsibility of the Government of the District of Columbia. The actuarial report estimates the required District contribution to fund these earned benefits.

Further information on the financing of the District's retirement plans can be obtained in the D.C. Code, Division I, Title I, Chapter 9, Subchapter IV, Financing of Retirement Benefits (1-907.02).

State Education Office

www.seo.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$58,448,259	\$70,813,642	\$73,104,334	3.2
FTEs	45.0	67.0	67.0	0.0

The mission of the State Education Office is to provide research, policy analysis, financial aid, food, and other education-related services to District youth, families, stakeholders, and decision-makers resulting in an equitable distribution of resources and opportunities necessary to make informed decisions, enhance student nutrition, and improve educational accountability and performance.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By FY 2005, increase documented participation and expand services in federally funded nutrition programs by identifying 95 percent of eligible participants.
- Ensure citywide accountability for all public school student enrollment counts by completing timely and accurate fall enrollment audits/sampling procedures needed each year to improve the accuracy of school counts; periodic residency verification rule-makings required to ensure all out-of-District students are identified and properly charged for educational services; and annual Uniform Per Student Funding Formula recommendations.
- By FY 2005, ensure the successful transition of all new and future legislatively mandated state-level functions by having an integrated and fully functioning information system in place.
- By FY 2005, expand the educational research and data analysis capacity so that 95 percent of survey participants report that the information they received was accurate, thorough, easily accessible, and timely.
- By FY 2005, increase the amount of post-secondary financial assistance opportunities available through SEO to residents of the District of Columbia so that 85 percent of eligible recipients are served (know about financial assistance opportunities available to them).
- By FY 2005, increase the participation of residents and key stakeholders in the ongoing planning, decision-making, and development of the State Education Office so that all interested parties have been afforded a structured opportunity to participate in various SEO public processes.
- By the end of 2005, 100 percent of SEO employees will have received the specialized training they need to do their jobs.

Funding by Source

Tables GD0-1 and 2 show the sources of funding and FTEs by fund type for the State Education Office.

Table GD0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	4,216	5,247	9,959	10,015	55	0.6
Special Purpose Revenue Fund	234	146	176	176	0	0.0
Total for General Fund	4,450	5,393	10,135	10,191	55	0.5
Federal Payments	17,161	27,112	31,811	30,000	-1,811	-5.7
Federal Grant	26,075	25,356	28,617	32,914	4,297	15.0
Total for Federal Resources	43,236	52,468	60,428	62,914	2,485	4.1
Intra-District Fund	619	588	250	0	-250	-100.0
Total for Intra-District Funds	619	588	250	0	-250	-100.0
Gross Funds	48,304	58,448	70,814	73,104	2,291	3.2

Table GD0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	38	34	28	30	2	7.1
Total for General Fund	38	34	28	30	2	7.1
Federal Resources						
Federal Payments	0	4	15	15	0	0.0
Federal Grant	0	7	22	22	0	0.0
Total for Federal Resources	0	11	37	37	0	0.0
Intra-District Funds						
Intra-District Fund	0	0	2	0	-2	-100.0
Total for Intra-District Funds	0	0	2	0	-2	-100.0
Total Proposed FTEs	38	45	67	67	0	0.0

Expenditure by Comptroller Source Group

Table GD0-3 shows the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table GD0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

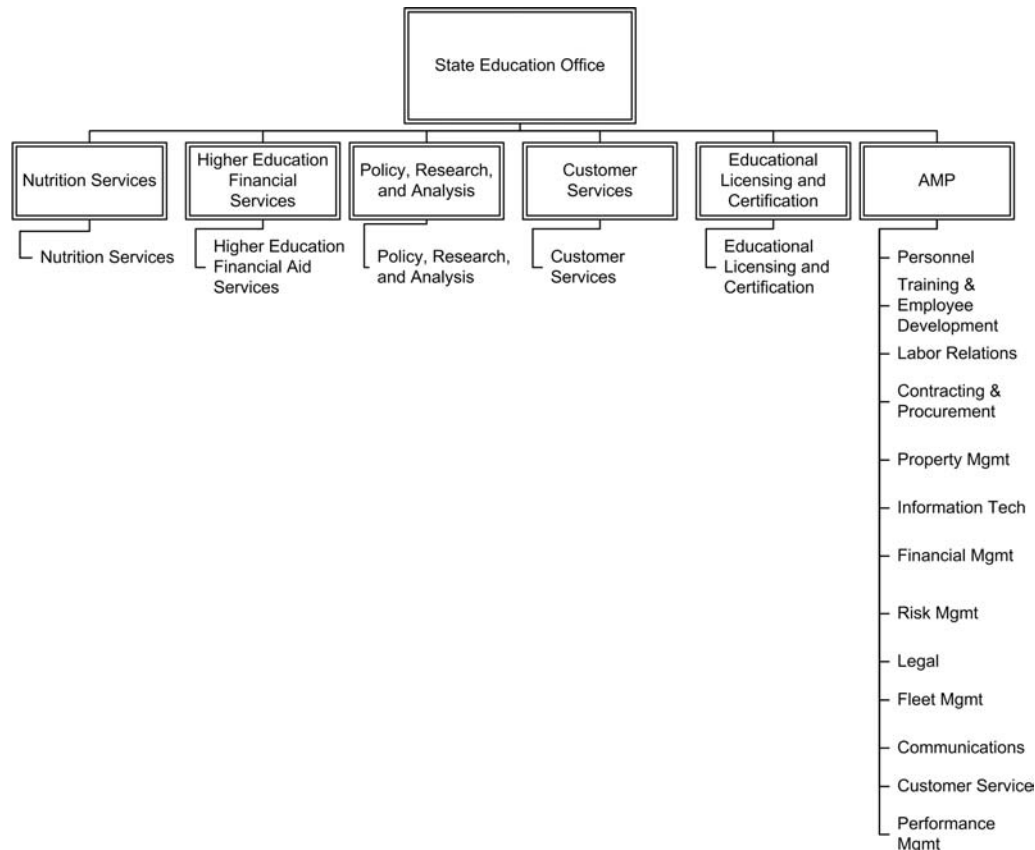
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	1,553	1,717	2,367	2,350	-17	-0.7
12 Regular Pay - Other	565	493	1,091	1,123	32	3.0
13 Additional Gross Pay	3	0	7	24	17	240.9
14 Fringe Benefits - Curr Personnel	366	404	523	520	-3	-0.6
15 Overtime Pay	11	0	10	10	0	0.0
Subtotal Personal Services (PS)	2,498	2,613	3,997	4,026	29	0.7
20 Supplies and Materials	58	122	146	146	1	0.5
30 Energy, Comm. And Bldg Rentals	-3	59	37	35	-2	-6.6
31 Telephone, Telegraph, Telegram, Etc	54	74	46	65	19	40.2
32 Rentals - Land And Structures	25	36	70	63	-7	-10.4
33 Janitorial Services	0	18	22	22	0	-1.7
34 Security Services	0	28	31	24	-7	-21.5
40 Other Services And Charges	386	956	729	819	90	12.3
41 Contractual Services - Other	2,238	1,241	1,022	1,022	0	0.0
50 Subsidies And Transfers	42,640	53,164	64,518	66,681	2,164	3.4
70 Equipment & Equipment Rental	407	137	196	201	5	2.6
Subtotal Nonpersonal Services (NPS)	45,806	55,835	66,817	69,078	2,261	3.4
Total Proposed Operating Budget	48,304	58,448	70,814	73,104	2,291	3.2

Expenditure by Program

This funding is budgeted by program and SEO has the following program structure:

Figure GD0-1

State Education Office



Gross Funds

The proposed budget is \$73,104,334, representing an increase of \$2,290,691 or 3.2 percent from the FY 2004 approved budget of \$70,813,642. There are 67 operating FTEs for the agency, no change from the FY 2004 approved budget.

General Funds

Local Funds. The proposed budget is \$10,014,618, representing an increase of \$55,339 or 0.6 percent over the FY 2004 approved budget of \$9,959,279. The Local funds supports 30.0 FTEs, an increase of 2.0 from the FY 2004 approved budget.

Special Purpose Revenue Funds - The proposed budget is \$176,000, no change from the FY 2004 approved budget of \$176,000. There are no FTEs for this fund.

Federal Grants

Federal Grant Funds. The proposed budget is \$32,913,716, representing an increase of \$4,296,553 or 15.0 percent over the FY 2004 approved budget of \$28,617,163. The Federal Grant funds support 22.0 FTEs, no change from the FY 2004 approved budget.

Federal Payments. The proposed budget is \$30,000,000, representing a decrease of 5.7 percent from the FY 2004 approved budget of

\$31,811,200. The Federal Payments change is mostly due to a net decrease of \$1,911,500, which is comprised of an increase of \$76,700 for the School Improvement program and a decrease of \$1,988,200 for the Family Literacy program, which was available to SEO in FY 2004. The Federal Payments funds support 15.0 FTEs, no change from the FY 2004 approved budget.

Intra-District Funds

The proposed budget is \$0, representing a decrease of 100 percent from the FY 2004 approved budget of \$250,000. The Intra-District funds do not support any FTEs, a decrease of 2 from the FY 2004 approved budget.

Programs

The State Education Office operates the following programs:

Policy Research and Analysis

	FY 2004	FY 2005
Budget	\$5,592,209	\$5,476,553
FTEs	17.0	16.0

Program Description

The **Policy Research and Analysis** program provides accessible, reliable and accurate information to citizens and policy makers so that they can make well-informed decisions about education in the District. This program has one activity which provides a number of services including:

- **Residence Verification Rules** - formulates and promulgates rules for the documentation and verification of District residency for public and public charter school students.
- **Enrollment Count Audit and Report** - Conducts an annual enrollment count audit of public and charter schools. From FY 2001 to FY 2004 a full annual audit was conducted. In FY 2005, a sample audit is to be conducted, also on an annual basis.
- **Uniform Funding Formula Recommendation** - provides recommendations for the Uniform Per Student Funding Formula.

Program Budget Summary

The program has a gross funds decrease of \$115,656 or 2.1 percent from the FY 2004 approved budget of \$5,592,209. This includes a Local funds decrease of \$59,825 and an Intra-District decrease of \$55,831. This change in Local funds is primarily due to a redirection of funds totaling \$59,825 to the Agency Management, Financial Aid services and Educational Licensure programs. The gross budget supports 16.0 FTEs, a decrease of 1.0 FTE from the FY 2004 approved budget.

Key Result Measures

Program 1: Policy, Research, and Analysis

Citywide Strategic Priority Area(s): Improving Public Education

Manager(s): Barbara Nophlin

Supervisor(s): C. Vannessa Spinner, State Education Officer

Measure 1.1: Percent of policy makers/key stakeholders/members of the public reporting they received the useful information

	Fiscal Year		
	2004	2005	2006
Target	85	90	90
Actual		-	-

Note: Measure wording changed at the request of the agency 5/2004.

Education Licensing and Certification

	FY 2004	FY 2005
Budget	\$961,724	\$997,739
FTEs	6.0	6.0

Program Description

The **Education Licensing and Certification** program provides regulatory compliance services to non-public educational institutions and residents of the District of Columbia so that educational institutions are legally able to meet the educational needs and requirements of District residents. This program has one activity which provides a number of services including:

- **Site Visits** - requires trained staff to conduct site visits to review programs and service provisions in educational institutions for compliance with required regulations. Based on this review, staff may recommend remedial or

other actions.

- **Private Primary / Secondary School Report Reviews** - provides annual reports to the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS).

Program Budget Summary

This program has a gross funds increase of \$36,015, or 3.7 percent over the FY 2004 approved budget of \$961,724. This includes a Local funds redirection of \$36,015 from Policy Research and Analysis for known pay increases and a decrease of \$12,513 in fixed costs (Telephones). The gross budget supports 6.0 FTEs, which is no change from the FY 2004 approved level.

Key Result Measures

Program 2: Educational Licensing and Certification

Citywide Strategic Priority Area(s): Improving Public Education

Manager(s): Rolin Sidwell

Supervisor(s): C. Vannessa Spinner, State Education Officer

Measure 2.1: Percent of site evaluations conducted

	Fiscal Year		
	2004	2005	2006
Target	85	85	85
Actual		-	-

Note: Measure changed at the request of the agency (5/2004).

Measure 2.2: Percent of student complaints resolved within 90 days

	Fiscal Year		
	2004	2005	2006
Target	90	95	95
Actual		-	-

Note: Measure wording changed at the request of the agency 5/2004.

Customer Services

	FY 2004	FY 2005
Budget	\$707,630	\$898,589
FTEs	6.0	9.0

Program Description

The **Customer Services** program provides targeted outreach, information and marketing services to citizens of the District of Columbia so that they can increase their awareness of programs and services with high levels of customer satisfaction. This program has one activity through which several services are provided:

- **Customer Services** - provides administrative, marketing and outreach services in response to customer inquiries.

Program Budget Summary

This program has a gross funds increase of \$190,959, or 27.0 percent over the FY 2004 approved budget of \$707,630. This program is funded entirely through Federal Payments. This change reflects a redirection of \$190,959 and 3.0 FTEs from the Higher Education Financial Aid services program. The gross budget supports 9.0 FTEs, an increase of 3.0 FTEs from the FY 2004 approved level.

Key Result Measures

Program 3: Customer Services

Citywide Strategic Priority Area(s): Improving Public Education

Manager(s): Leonard Proctor

Supervisor(s): C. Vannessa Spinner, State Education Officer

Measure 3.1: Percent of front-line customer contacts rated at the highest level

	Fiscal Year		
	2004	2005	2006
Target	80	85	90
Actual		-	-

Note: FY 2005 and FY 2006 targets increased at the request of the agency (5/2004).

Measure 3.2: Percent of key stakeholders satisfied with the availability of information concerning the SEO

	Fiscal Year		
	2004	2005	2006
Target	80	85	90
Actual		-	-

Note: Measure wording changed at the request of the agency. FY 2005 and FY 2006 targets increased at the request of the agency (5/2004).

Nutrition Services

	FY 2004	FY 2005
Budget	\$27,618,415	\$31,804,902
FTEs	13.0	11.0

Program Description

The **Nutrition Services** program provides federal funding, compliance monitoring, technical assistance and training and outreach and marketing information to the District's public, private, and non-profit institutions, as well as other organizations. Nutritional meals are provided to all eligible children and other recipients attending District schools. The services offered ensure the nutritional well-being of children and adults, while enhancing services provided by public and private entities such as schools, charitable organizations and government entities. This program has one activity through which several services are provided:

- **National School Lunch Program (NSLP)** - provides reimbursement for nutritious breakfasts that provide one third of the Recommended Dietary Allowances served to any child attending a public or private non-profit school or residential child care institution; and for snacks served to children in certain after school programs.
- **School Breakfast Program (SBP)** - provides reimbursement for nutritious breakfasts that provide one quarter of the Recommended Dietary Allowances served to any child attending a public or private non-profit school or residential child care institution.
- **Child and Adult Care Food Program (CACFP)** - provides reimbursement for healthy meals and snacks served to children receiving day care in centers, homes or congregate meals in homeless shelters; to school children in after school programs; and adults in centers.
- **Summer Food Service Program (SFSP)** - provides reimbursement for free, nutritious meals served to low-income children during summer months when the normal school year is not in session at diverse sites including schools, community centers, churches or camps.

- **Special Milk Program (SMP)** - provides funds on a reimbursement basis to serve milk to children in schools (primarily private and religious schools) and child care institutions that do not participate in other federal child nutrition meal service programs.
- **Food Distribution Program (FDP)** - provides commodities to schools participating in the National School Lunch Program.
- **Emergency Food Assistance Program (TEFAP)** - provides surplus agricultural commodities to thousands of charitable institutions, soup kitchens, school food authorities and food banks serving needy persons throughout the country.
- **Commodity Processing Program (CPP)** - provides an opportunity for private processors to process and distribute designated donated foods to eligible recipient agencies, enabling these agencies to purchase processed end products at substantially reduced prices.

Program Budget Summary

This program has a gross funds increase of \$4,186,487 or 15.2 percent over the FY 2004 approved budget of \$27,618,415. This change is comprised of a net increase of \$4,186,487 that represents a Federal grants increase of \$4,258,754 due to an estimated carry over from FY 2004 to FY 2005. [USDA regulation requires the District to make the payments against the appropriate grant year (FY 2004) although some claims for reimbursement will be received after the end of the fiscal year.] and a transfer of \$72,267 to the new Agency Financial Operations program. The gross budget supports 11.0 FTEs, which is a decrease of 2.0 FTEs from the FY 2004 approved level. This decrease is a result of the transfer of 2.0 Financial services FTEs to the new Agency Financial Operations program, who will continue to work solely on the Financial services for the Nutrition Services program.

Key Result Measures

Program 4: Nutrition Services

Citywide Strategic Priority Area(s): Improving Public Education

Manager(s): Cynthia Bell

Supervisor(s): C. Vannessa Spinner, State Education Officer

Measure 4.1: Percent of eligible children participating in nutrition programs

	Fiscal Year		
	2004	2005	2006
Target	75	80	80
Actual		-	-

Note: Measure wording changed at the request of the agency (5/2004).

Measure 4.2: Percent of eligible children participating in the summer food service program

	Fiscal Year		
	2004	2005	2006
Target	60	80	100
Actual		-	-

Higher Education Financial Aid Services

	FY 2004	FY 2005
Budget	\$34,339,607	\$32,097,924
FTEs	16.0	12.0

Program Description

The Higher Education Financial Services program provides grant funds to students to assist in the financing of their post-secondary education. This program has one activity:

- **Higher Education Financial Aid Services** - consists primarily of the District of Columbia's Tuition Assistance Grant Program (TAG). The TAG program provides grants to assist District high school graduates with their college tuition payments at one of the more than 2,500 public colleges and universities in the nation. In FY 2003, the TAG program was expanded to provide grants to students attending historically Black colleges and universities in the country.

Program Budget Summary

This program has a gross funds decrease of \$2,241,683 or 6.5 percent from the FY 2004 approved budget of \$34,339,607. This includes a \$45,355 decrease in Local funds; a Federal

Payments fund decrease of \$2,002,159 and an Intra-District fund decrease of \$194,169. The change in Local funds is primarily due to a personal services increase of \$13,426 (\$5,327 for known pay increases and \$8,099 redirected from Policy, Research and Analysis), and a nonpersonal services decrease of \$58,781 (subsidies and transfers) redirected to the Agency Management Program to pay for a redirection of 1.0 FTE from Intra-District to Local funds. The Federal Payments changes are due to a redirection of \$190,959 to Customer Services to fund 3.0 FTEs and a decrease of \$1,988,200 in funding for the Family Literacy program that had been available to the agency in FY 2004. These payments are not included in FY 2005 proposed budget. The gross budget supports 12.0 FTEs, which is a decrease of 4.0 FTEs from the FY 2004 approved level.

Key Result Measures

Program 5: Higher Education Financial Services

Citywide Strategic Priority Area(s): Improving Public Education

Manager(s): Ulysses Glee

Supervisor(s): C. Vannessa Spinner, State Education Officer

Measure 5.1: Percent of Disbursement requests submitted to OFRM within established timeframes

	Fiscal Year		
	2004	2005	2006
Target	80	85	90
Actual		-	-

Measure 5.2: Percent of incoming applications processed within 30 days

	Fiscal Year		
	2004	2005	2006
Target	80	85	90
Actual		-	-

Agency Management

	FY 2004	FY 2005
Budget	\$1,594,057	\$1,718,561
FTEs	9.0	11.0

Program Description

The Agency Management program provides operational support to the agency so that it has the tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

This program has a gross funds increase of \$124,504, or 7.8 percent over the FY 2004 approved level of \$1,594,057. This is a Local funds increase and includes an increase of \$122,616 in personal services costs, which are comprised of \$48,662 in known pay increases, \$58,782 redirected from Financial Aid Services and a redirection of \$15,172 from Policy Research and Analysis. A \$14,401 increase in nonpersonal services costs, represents a net increase in fixed costs. The gross budget supports 11.0 FTEs, which is an increase of 2.0 FTEs from the FY 2004 approved level.

Key Result Measures

Program 5: Agency Management

Citywide Strategic Priority Area(s): Improving

Public Education

Manager(s): Keith Canty

Supervisor(s): C. Vanessa Spinner, State Education Officer

Measure 6.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost savings as a key objective.

Measure 6.2: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year		
	2004	2005	2006
Target	5	5	5
Actual	-	-	-

Measure 6.3: Cost of Risk

	Fiscal Year		
	2004	2005	2006
Target	-	-	-
Actual	-	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 6.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year		
	2004	2005	2006
Target	4	4	4
Actual	-	-	-

Measure 6.5: Percent of key result measures achieved

	Fiscal Year		
	2004	2005	2006
Target	70	70	70
Actual	-	-	-

Agency Financial Operations

	FY 2004	FY 2005
Budget	\$109,887	\$110,066
FTEs	2.0	2.0

Note: FY 2004 program funding levels are presented for comparison purpose; The Agency Financial Operations program did not exist for FY 2004. It is new for PBB agencies in FY 2005.

Program Description

The purpose of the Agency Financial Operations program is to provide comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all Performance-Based Budgeting agencies. The gross budget supports 2.0 FTEs, who will continue to work solely on the Financial services for the Nutrition Services program. More informa-

tion about the Agency Financial Operations program can be found in the Strategic Budgeting Chapter.

For more detailed information regarding the proposed funding for the activities within this agency's programs please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

D. C. Public Charter Schools

www.k12.dc.us

www.dcpubliccharter.com

www.dcboecharters.org

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$118,257,469	\$137,531,493	\$196,801,659	43.1

The mission of the District of Columbia Public Charter Schools (PCS) is to provide an alternative free education for students who reside in the District of Columbia.

The agency plans to fulfill its mission by achieving the following strategic goals:

- Public charter schools will abide by the provisions set forth in their individual charters.
- Individual public charter schools will comply with all reporting requirements set forth by their respective chartering authorities.
- Public charter schools will provide students with exposure to career pathways and focus on particular areas of study to further enhance students' academic experiences.
- Public charter schools will meet all academic performance goals set forth in their individual charter agreements.
- Chartering authorities will monitor and evaluate performance of public charter schools based on the provisions set forth in each school's charter.
- Chartering authorities will monitor the financial management of each charter school to ensure that each school appropriately manages its resources.

Gross Funds

The proposed budget is \$196,801,659, an increase of \$59,270,166 over the FY 2004 approved budget of \$137,531,493. There are no FTEs supported by this funding.

Programs

Funding supports PCS in achieving its mission to provide academic programs in individual public charter schools, each of which reports to one of two chartering authorities: the District Board of Education (BOE) or the District Public Charter School Board (PCSB).

Public Charter Schools

Charter schools are established as independent non-profit organizations with individual Boards of Trustees charged with management oversight. Charter schools are autonomous, nonsectarian institutions that cannot charge tuition to District residents. In addition, no charter school can impose discriminatory admissions policies or tests on District residents. Within authorized limitations, charter schools exercise control over

their education programs, instruction methods, expenditures, administration, personnel, contracts for goods and services, leases, and purchases of school facilities. Some charter schools specialize in particular subject areas to help establish career pathways and further educational opportunities for students. Other charter schools address specific educational needs, including physical, emotional, or learning disabilities, and limited English-language proficiency.

Chartering Authorities

Although charter schools essentially function as independent non-profit organizations, each school is accountable to one of two chartering authorities: the BOE or the PCSB. Primarily, chartering authorities are responsible for approving charters, monitoring charter schools' operations to ensure compliance with applicable laws and terms of their charters, and revoking charters in cases of poor academic performance and/or mismanagement. In addition, chartering authorities provide technical assistance to charter schools to support the schools' efforts to meet the terms of their charters and all applicable laws and regulations.

The BOE, which also governs District of Columbia Public Schools (DCPS), oversees 18 public charter schools, including three new charters in FY 2005 (refer to the organizational chart). Of the total FY 2005 projected student enrollment of 4,956, existing charters project an enrollment of 4,402 students and newly established schools project an enrollment of 554 students. The FY 2005 projections are comprised of the following grade level enrollments: 1,984 elementary, 1,346 middle/junior high, 1,551 senior high, and 75 adults. These amounts include 30 enrollment slots for universal pre-kindergarten. Also included in this amount are 503 students receiving special education services, 332 students receiving limited or non English-language services and a summer school enrollment of 1,786.

The PCSB oversees 27 charter schools, including five new charters for FY 2005 (refer to the organizational chart). Of the total FY 2005 projected enrollment of 12,054 students, existing charters project an enrollment of 11,263 students and newly established schools project an

enrollment of 791 students. The FY 2005 projections are comprised of the following grade level enrollments: 287 pre-school, 4,844 elementary, 2,795 middle/junior high, 3,228 senior high, and 900 adults. Included in this amount are 1,344 students receiving special education services, 318 students receiving limited or non English-language services and a summer school enrollment of 3,740.

FY 2004 Proposed Uniform Per Student Funding Formula Allocation

General Funds

Local Funds. The proposed budget is \$196,801,659, an increase of \$59,270,166 over the FY 2004 approved budget of \$137,531,493.

The Local funds that are allocated to PCS are an estimate based on the projected student enrollment of each public charter school. The budget consists of two components, funding per student based on the Uniform Per Student Funding Formula (UPSFF), and a facilities allotment allocated to each school based on enrollment numbers for leasing space, purchasing or building space, performing major repairs/renovations, major equipment purchase or securing loans. Funds are distributed quarterly to each charter school based on the student enrollment information available at the time. The July payment is based on PCS's student projections. The October and January payments are based on PCS's unaudited student head count. The April payment is based on PCS's audited student enrollment.

There are no FTEs supported by Local funds. The public charter schools are independent entities and employees are not considered full-time equivalents (FTEs) by District personnel entities.

Changes from the FY 2004 approved budget are:

- Proposed funding of \$137,089,049, an increase of \$33,582,451 over the FY 2004 approved budget of \$103,506,597, for schools under the authority of the PCSB, due primarily to an increasing student population

and five new schools. The FY 2005 funding assumes a total projected enrollment of 12,054 students, an overall increase of 2,131 students over the FY 2004 approved enrollment. This funding level includes \$30,068,206 for facilities allowance, an increase of \$9,282,563 over the FY 2004 amount.

- Proposed funding of \$58,886,392, an increase of \$25,582,413 over the FY 2004 approved budget of \$33,524,895 for schools under the authority of the BOE, due primarily to an increasing student population and funding for three new schools. The FY 2005 budget assumes a total projected enrollment of 4,956 students, an overall increase of 1,839 students over the FY 2004 approved enrollment. This funding level includes \$11,795,280 for facilities allotments, an increase of \$5,603,664.

Universal Pre-Kindergarten

The FY 2005 proposed budget includes an internal reallocation of funding to allow 102 additional pre-kindergarten students access to pre-kindergarten throughout the city. The proposed reallocation is funded through a reduction of the UPSFF weighting for Kindergarten from 1.17 to 1.03. The universal pre-kindergarten weighting of 1.17 yields \$826,222 of funding in addition to the funding provided for projected enrollments in FY 2005.

No Child Left Behind (NCLB) Contingency Funding

A contingency budget was established in FY 2004 as an enhancement to the DC Public Charter Schools budgets for costs associated with implementing the federal No Child Left Behind Act. This funding is provided in the Non-Departmental agency (DOO). For FY 2005 this amount is \$870,000. Funding for this initiative is contingent upon verification of the costs of the federal legislative requirements.

SPECIAL NOTES:

The funding for the Public Charter Schools is derived solely from two distinct formulas: the

Uniform Per Student Funding Formula (UPSFF) and the facilities allotment formula. Changes to those formulas in FY 2005 include:

UPSFF Calculation

The FY 2005 approved UPSFF amount is \$154,188,173. The UPSFF was calculated pursuant to the UPSFF Act, which mandates that the operating budgets for individual public charter schools (and public schools) be derived based on a per student calculation. The FY 2005 UPSFF calculation provides a \$6,904 minimum or "foundation" amount of funding per student, which includes an inflationary increase of \$184 or 2.81 percent over the FY 2004 foundation level of \$6,551. In addition to the foundation level of funding, add-on weights are applied to account for individual student characteristics including grade level, special education, language minority education, participation in summer school, and enrollment in a residential versus day program. Although public charter schools and D.C. Public Schools are funded through a uniform formula, the public charter schools' calculation is based on projected enrollment whereas the D.C. Public Schools' budget is based on their prior year audited enrollment.

Facilities Allowance

The FY 2005 proposed facilities allowance is \$2,380 per non-residential student, and \$6,426 per residential student. Proposed funding of \$41,863,486 provides facilities allowances to D.C. Public Charter Schools for 16,669 non-residential students and 341 residential students.

The proposed facilities allowance is an increase of \$399 per student for non-residential and \$1,077 per student for residential.

D.C. Public Charter School Board Allocation

The FY 2005 proposed allocation for the PCSB is \$750,000, which represents a \$90,000 increase over the FY 2004 approved budget of \$660,000.

Federal Funds

The agency receives its federal funding through the D.C. Public Schools. D.C. Public Schools, as the federally acknowledged state education

agency for the District, distributes federal dollars to individual charter schools based on the type of grant, the charter schools' needs and their enrollment.

Private Funds

Individual charter schools receive Private funds from a variety of sources; however, Private funds are managed exclusively by each charter school.

Funding by Source

Table GC0-1 shows the sources of funding for the District of Columbia Public Charter Schools.

Table GC0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	97,625	114,283	137,531	196,802	59,270	43.1
Special Purpose Revenue Fund	0	0	0	0	0	0.0
Total for General Fund	97,625	114,283	137,531	196,802	59,270	43.1
Federal Payments	0	3,974	0	0	0	0.0
Total for Federal Resources	0	3,974	0	0	0	0.0
Gross Funds	97,625	118,257	137,531	196,802	59,270	43.1

Expenditure by Comptroller Source Group

Table GC0-2 shows the FY 2004 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table GC0-2

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
50 Subsidies and Transfers	97,625	118,257	137,531	196,802	59,270	43.1
Subtotal Nonpersonal Services (NPS)	97,625	118,257	137,531	196,802	59,270	43.1
Total Proposed Operating Budget	97,625	118,257	137,531	196,802	59,270	43.1

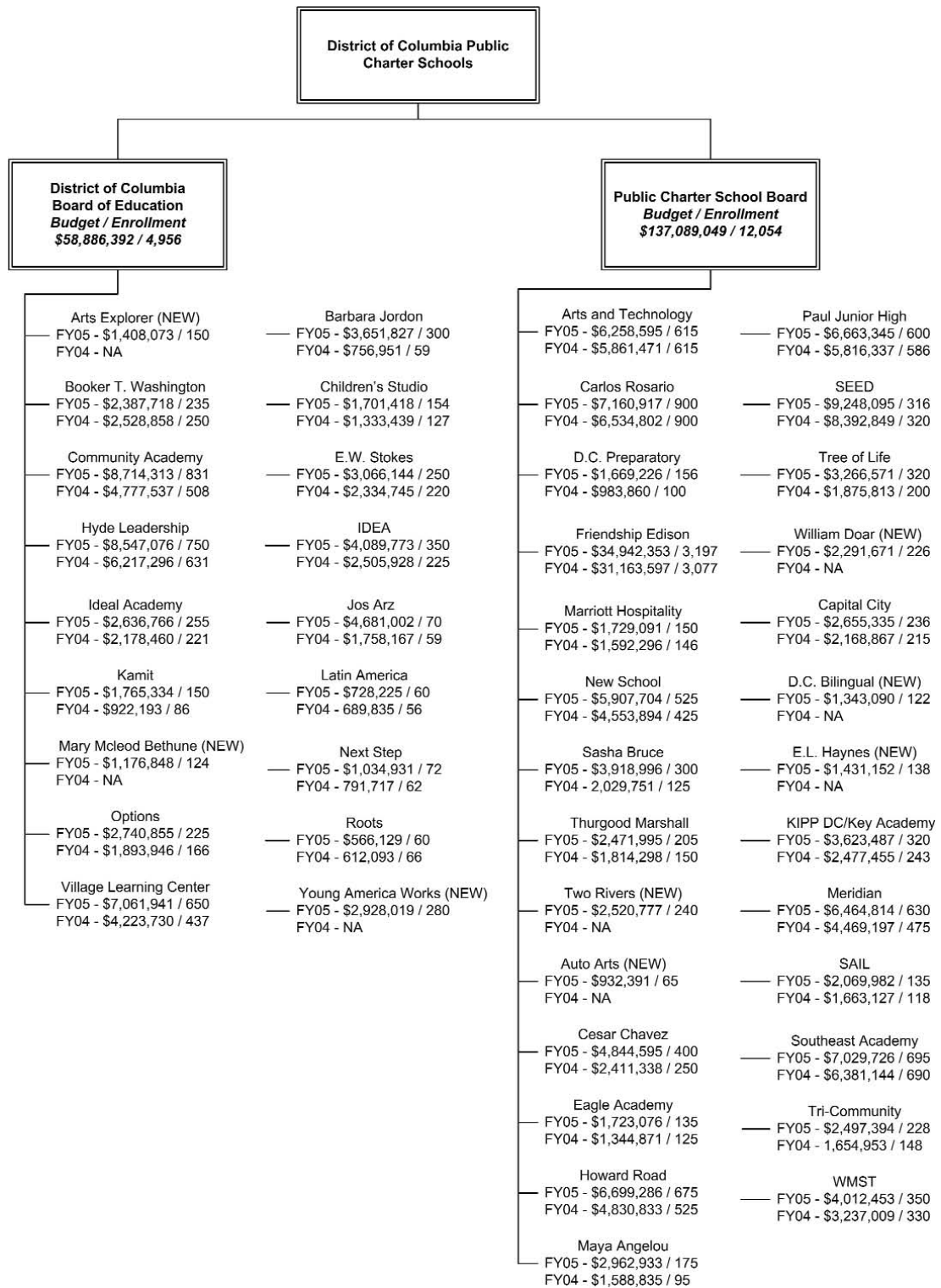
District of Columbia Public Charter Schools (GC0)
Per Pupil Funding Analysis (D.C. Act 12-494)

FY 2005 Budget

Foundation level per pupil	\$ 6,903.60
Non-Residential Facilities Allotment:	\$ 2,380.00
Residential Facilities Allotment:	\$ 6,426.00

<u>Grade Level</u>	<u>Weighting</u>	<u>DCPCSB Total Enrollment</u>	<u>BOEB Total Enrollment</u>	<u>Total Enrollment</u>	<u>Per Pupil Allocation</u>	<u>Total Dollars</u>
Pre-School	1.17	287	0	287	\$ 8,077	\$ 2,318,159
Pre-Kindergarten (Pre-K)	1.17	555	293	848	\$ 8,077	\$ 6,849,474
PRE-K INCENTIVE	1.17			102	\$ 8,077	\$ 826,222
Kindergarten	1.03	556	292	848	\$ 7,111	\$ 6,029,882
Grades 1-3	1.03	2165	865	3030	\$ 7,111	\$ 21,545,451
Grades 4-5	1.00	1470	534	2004	\$ 6,904	\$ 13,834,814
Ungraded ES	1.03	98	0	98	\$ 7,111	\$ 696,850
Grades 6-8	1.03	2795	1346	4141	\$ 7,111	\$ 29,445,450
Ungraded MS/ JHS	1.03	0	0	0	\$ 7,111	\$ -
Grades 9-12	1.17	3228	1551	4779	\$ 8,077	\$ 38,600,987
Ungraded SHS	1.17	0	0	0	\$ 8,077	\$ -
Alternative	1.30	0	0	0	\$ 8,975	\$ -
Special Ed Schools	1.17	0	0	0	\$ 8,077	\$ -
Adult	0.75	900	75	975	\$ 5,178	\$ 5,048,258
Subtotal General Education		12054	4956	17112		\$ 125,195,547
Special Education						
Level 1	0.55	435	124	559	\$ 3,797	\$ 2,122,512
Level 2	0.85	624	186	810	\$ 5,868	\$ 4,753,129
Level 3	1.50	236	179	415	\$ 10,355	\$ 4,297,491
Level 4	2.70	49	14	63	\$ 18,640	\$ 1,174,302
Subtotal for Special Ed		1344	503	1847		\$ 12,347,434
English as a Second Language						
LEP/NEP	0.40	318	332	650	\$ 2,761	\$ 1,794,936
Special Education-Residential						
Level 1 Residential	0.374	10	0	10	\$ 2,582	\$ 25,820
Level 2 Residential	1.360	10	0	10	\$ 9,389	\$ 93,889
Level 3 Residential	2.941	30	0	30	\$ 20,303	\$ 609,105
Level 4 Residential	2.924	0	0	0	\$ 20,186	\$ -
Level 5 Residential	9.40	0	56	56	\$ 64,894	\$ 3,634,055
Subtotal for Special Ed Residential		50	56	106		\$ 4,362,868
English as a Second Language Residential						
LEP/NEP Residential	0.68	0	0	0	\$ 4,694	\$ -
Residential						
Residential	1.70	341	0	341	\$ 11,736	\$ 4,002,017
Summer School	0.17	3740	1786	5526	\$ 1,174	\$ 6,485,371
Total FY 2005 Instructional Dollars						\$ 154,188,173
Facilities Allowance						
Non-Residential Facilities Allotment		11713	4956	16669	\$ 2,380	\$ 39,672,220
Residential Facilities Allotment		341	0	341	\$ 6,426	\$ 2,191,266
Total FY 2005 Facilities Allowance						\$ 41,863,486
Plus Public Charter School Board						\$ 750,000
Total FY 2005 Budget						\$ 196,801,659

Figure GC0-1

D.C. Public Charter Schools

University of the District of Columbia Subsidy Account

www.udc.edu

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$50,543,593	\$48,656,111	\$49,602,111	1.9

Note: Although this account is established in FY 2005, total local funding for FY 2003 and FY 2004 is provided for comparison purposes.

The subsidy account reflects the total local funds transfer to the University of the District of Columbia to fulfill its operational obligations during a budgetary year.

The University, as a component of the District of Columbia government, is a legally separate entity for which the elected officials of the District of Columbia are financially accountable. Accountability exists because the Mayor, with the consent of the Council, appoints members to the University's Board of Trustees. In addition, the District provides financial support to the University.

In FY 2005, the operating budget of this component unit is shown as an enterprise fund to align the University's budgetary information with its financial reporting as reflected in the District's Comprehensive Annual Financial Report in which the University's financial data is reported separately from that of the District government. Accordingly, details of the University's operating budget are provided in the Enterprise and Other chapter.

For FY 2005, a subsidy account for this component has been created to show the annual

transfer of Local funds support from the District government to the University.

Gross Funds

The proposed budget is \$49,602,111, representing an increase of \$946,000 in the District support for the University in FY 2005. The increase is to support expenses associated with accreditation standards and to meet student needs.

Programs

There are no programs associated with this account.

For additional information regarding the University of the District of Columbia's budget, please refer to the Component Unit (GFO) in section H of this volume.

Funding by Source

Table GG0-1 shows the sources of funding for the University of the District of Columbia Subsidy Account.

Table GG0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	56,068	50,544	48,656	49,602	49,602	1.9
Total for General Fund	56,068	50,544	48,656	49,602	49,602	1.9
Gross Funds	56,068	50,544	48,656	49,602	49,602	1.9

Expenditure by Comptroller Source Group

Table GG0-2 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table GG0-2

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
50 Subsidies and Transfers	56,068	50,544	48,656	49,602	49,602	1.9
Subtotal Nonpersonal Services (NPS)	56,068	50,544	48,656	49,602	49,602	1.9
Total Proposed Operating Budget	56,068	50,544	48,656	49,602	49,602	1.9

District of Columbia Public Library

www.dclibrary.org

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$27,029,447	\$28,816,239	\$31,201,536	8.3
Operating FTEs	377.0	430.0	432.0	0.3

The mission of the District of Columbia Public Library (DCPL) is to provide access to materials, information, programs and services that, when combined with expert staff, enables everyone to learn all their lives, improves their quality of life and builds a thriving city.

The agency plans to fulfill its mission by achieving the following strategic result goals:

DCPL will be viewed as a vital part of community life within the District as evidenced by increases in the following by 2010:

- Number of visitors to the library.
- Circulation per capita.
- Registered borrowers per capita.
- Web hits.
- Number of people attending library programs.
- Percent of square feet in the system that is in new or substantially renovated buildings.
- Count of in-library materials use.
- Customer satisfaction.
- Staff per capita.
- Public service hours per week.

DCPL will be committed to a shared vision that provides administration and staff with the authority and the responsibility to do what is necessary to provide the best library services for the community as evidenced by improvements in the following by 2007:

- Number of customers who receive requested information at the time of their visit.
- Number of on-time intra-library deliveries.
- Average help desk response time (facility management and IT).
- Speed in filling vacancies.
- Number of employees responding positively to surveys asking if they are getting the support they need.

District residents who need access to the Internet and other electronic resources with assistance by trained professionals will get the information they need as evidenced by an increase in the following by 2010:

- Number of public computers per capita.
- Number of library computer sessions per month.
- Percentage of time that public computers are used each month throughout the library system.
- Number of staff training hours in computer resources.
- Number of customers who complete computer-training classes.

Funding by Source

Tables CE0-1 and 2 show the sources of funding and FTEs by fund type for the D.C. Public Library.

Table CE0 - 1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	25,904	25,699	26,750	28,978	2,228	8.3
Special Purpose Revenue Fund	271	268	537	651	114	21.2
Total for General Fund	26,175	25,967	27,287	29,629	2,341	8.6
Federal Payments	0	0	199	0	-199	-100.0
Federal Grant	460	623	1,000	1,093	93	9.3
Total for Federal Resources	460	623	1,199	1,093	-106	-8.9
Private Grant Fund	17	51	0	110	110	100.0
Total for Private Funds	17	51	0	110	110	100.0
Intra-District Fund	714	388	330	370	40	12.1
Total for Intra-District Funds	714	388	330	370	40	12.1
Gross Funds	27,366	27,029	28,816	31,202	2,385	8.3

*Percent Change is based on whole dollars.

Table CE0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	378	368	414	414	0	0.0
Special Purpose Revenue Fund	0	1	0	1	1	100.0
Total for General Fund	378	369	414	415	1	0.2
Federal Resources						
Federal Grant	6	6	11	12	1	11.1
Total for Federal Resources	6	6	11	12	1	11.1
Intra-District Funds						
Intra-District Fund	5	2	6	5	-1	-13.8
Total for Intra-District Funds	5	2	6	5	-1	-13.8
Total Proposed FTEs	389	377	430	432	1	0.3

Expenditure by Comptroller Source Group

Table CE0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table CE0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	14,946	15,203	15,404	16,963	1,558	10.1
12 Regular Pay - Other	1,177	1,014	1,568	1,363	-205	-13.1
13 Additional Gross Pay	210	185	231	181	-50	-21.5
14 Fringe Benefits - Curr Personnel	2,934	3,012	2,767	3,354	587	21.2
15 Overtime Pay	407	371	467	370	-97	-20.7
Subtotal Personal Services (PS)	19,675	19,785	20,437	22,231	1,794	8.8
20 Supplies and Materials	469	396	533	512	-21	-3.9
30 Energy, Comm. and Bldg Rentals	1,682	1,734	1,533	1,737	204	13.3
31 Telephone, Telegraph, Telegram, Etc	365	419	374	489	114	30.5
40 Other Services and Charges	1,549	1,498	1,583	1,858	274	17.3
41 Contractual Services - Other	251	192	356	312	-44	-12.4
50 Subsidies and Transfers	0	0	0	25	25	100.0
70 Equipment & Equipment Rental	3,369	2,926	3,804	4,039	235	6.2
80 Debt Service	7	80	196	0	-196	-100.0
Subtotal Nonpersonal Services (NPS)	7,692	7,245	8,379	8,970	591	7.1
Total Proposed Operating Budget	27,366	27,029	28,816	31,202	2,385	8.3

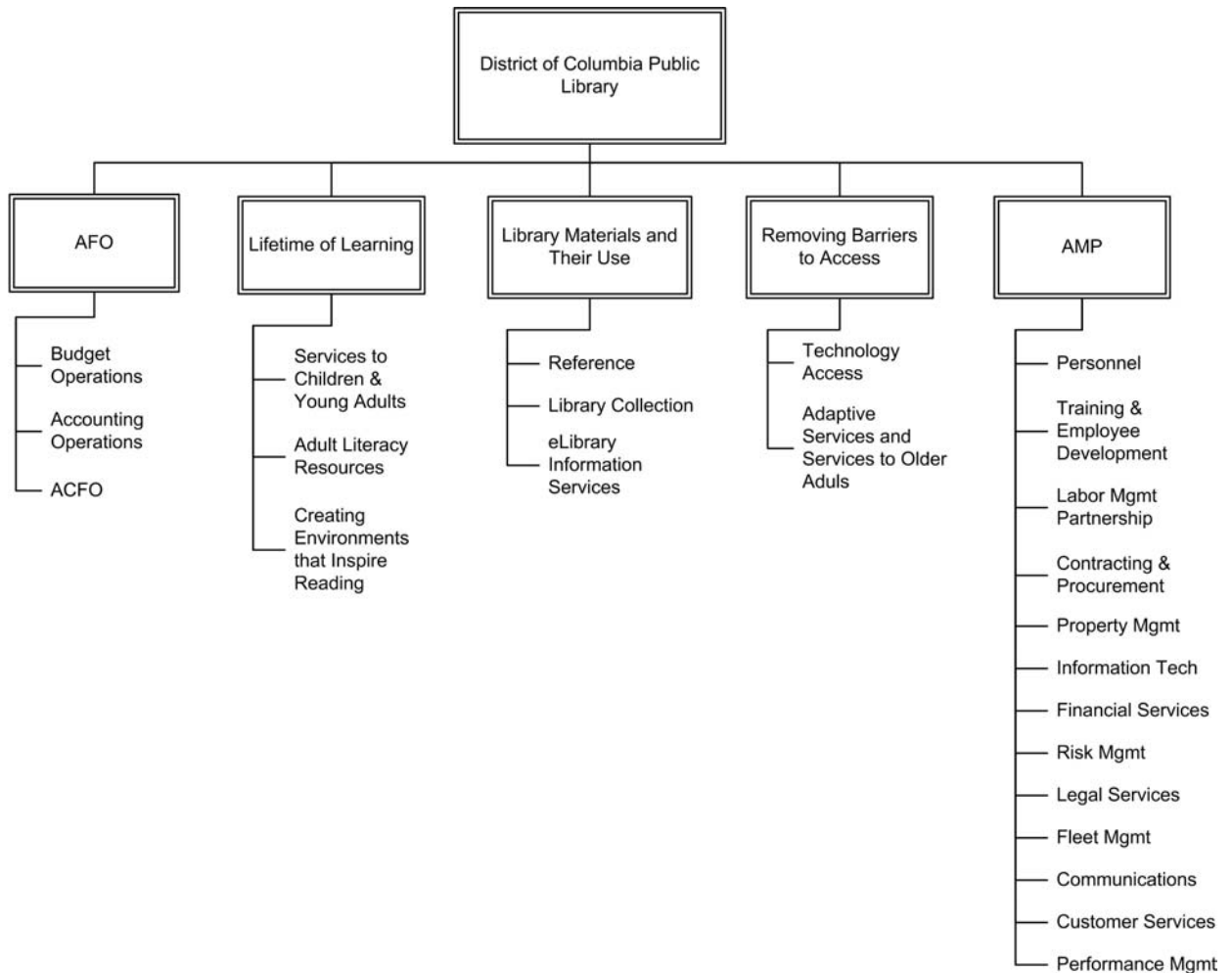
The District's children will experience the Public Library as a necessary component in their quest for scholastic readiness and achievement by participating in reading programs, which will be measured by increases in the following by the year 2010:

- Number of children from birth to five who attend programs.
- Number of children in grades one to eight who attend programs.
- Number of young adults age 14 to 19 who attend programs.

Expenditure by Program

The District of Columbia Public Library has the following program structure:

Figure CE0 - 1
D.C. Public Library



Gross Funds

The proposed budget is \$31,201,536, representing a change of 8.3 percent from the FY 2004 approved budget of \$28,816,239. There are 432.0 operating FTEs for the agency, an increase of 2.0, or 0.3 percent, from the FY 2004 approved budget.

General Fund

Local Funds. The proposed budget is \$28,978,026, an increase of \$2,227,607 or 8.3 percent from the FY 2004 approved budget. The proposed budget supports 414.0 FTEs, no change from the FY 2005 approved budget. The increase in funding represents increases in fixed costs, known pay increases, funding for the extended library hours expected to commence in

FY 2005, and funding to support the Free Minds Book Club and Writing Workshop.

Significant changes include:

Personal services

- Increases of \$1,287,038 in regular pay and \$532,917 in fringe benefits to support the known pay increases and the extended library hours of which \$1,279,000 represents funds transfers from other agencies.
The transfers are: \$154,000 from the Judiciary Committee; \$25,000 from the Economic Development Committee; \$500,000 from the Public Works Committee; and \$600,000 from the Mayor's Call Center
- Reductions of \$138,114 in regular pay-other, \$49,400 in additional gross pay, and \$71,540 in overtime to partly offset the extended hours increases.

Non-Personal Services

- Increases of \$208,060 in energy and \$114,180 in telephone to support the OMA fixed costs estimate.
- Increases of \$7,400 in supplies, \$260,588 in other services, \$19,091 in contracts, \$25,000 in subsidies and transfers, and \$228,321 in equipment to support the extended library hours.
- A transfer of \$195,934 in debt services is attributable to the centralization of the function in FY 2005.

Special Purpose Revenue Funds. The proposed budget is \$650,815 and one FTE for FY 2005, an increase of \$113,815 or 21.2 percent and one FTE over the FY 2004 approved budget. Special Purpose Revenue funding will be generated from various sources, such as: the Schools and Library Division (SLD) E-Rate Reimbursement, book-store sales, copies and printing and other miscellaneous sources.

Federal Funds

The proposed budget is \$1,092,642 and 12.0 FTEs for FY 2005, an increase of \$92,642 or 9.3 percent and one FTE over the FY 2004 approved budget. The funding for this source supports

\$1,000,000 for the Library Services Technology Act (LSTA) grant award from the Institute of Museum and Library Services, \$42,642 from National Archives and Records Administration, and \$50,000 from the National Endowment of the Arts (NEA) for the purpose of Saving America's Treasures.

Private Funds

The proposed budget is \$110,000 and no FTEs for FY 2005, an increase of \$110,000 from the FY 2004 approved budget. The DC Public Library Foundation's grant of \$110,000 is being requested for the first time in FY 2005. The purpose of this grant is to provide funding for the library initiatives that cannot be supported by the Local appropriated funds.

Intra-District Funds

The proposed budget is \$370,053, an increase of \$40,053 or 12.1 percent from the FY 2004 approved budget. There are five FTEs supported by this funding source. Funding through this source is separated into two parts; \$320,000 from capital projects and \$50,000 from the Office of the Early Childhood Development and one FTE.

Programs

DCPL is committed to the following programs:

Lifetime of Learning

	FY 2004*	FY 2005
Budget	\$5,288,503	\$5,444,264
FTEs	103.0	103.0

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The **Lifetime Learning** program promotes reading and provides educational support services, literacy services, and environments that inspire learning for the public so that they can achieve maximum learning and success in achieving their goals. This program has three activities.

- **Services to Children and Young Adults** -

promotes reading and provides educational support services to infants, youth and young adults so that they can have a foundation in reading and lifelong learning.

- **Adult Literacy Resources** - provides information and referral, consultations, targeted programming, workshops, literacy collections and services to low literate adults so that they can consistently access opportunities to revisit their learning and address their literacy needs. (Low literate is defined as unable to read well enough to complete common forms such as a job application).
- **Creating Environments that Inspire Learning** - provides welcoming spaces for learning and community engagement to the public so that they can enjoy the benefits of citizenship.

Program Budget Summary

This program has a gross funds request of \$5,444,264 in FY 2005, which includes Local funds of \$4,410,904, Federal Grant funds of \$544,360, Private funds of \$110,000, and Intra-District funds of \$50,000. The gross budget supports 103.0 FTEs. The Lifetime of Learning program primarily supports the Citywide Strategic Priority area of Strengthening Children, Youth, Families, and Elders.

Key Result Measures

Program 1: Lifetime of Learning Program

Citywide Strategic Priority Area(s): Building Safer Neighborhoods; Strengthening Children, Youth, Families, and Elders

Manager(s): Richard Jackson, Interim Director

Supervisor(s): Richard Jackson, Interim Director

Measure 1.1: Percent of public, private and charter elementary schools and licensed child care homes that expose children to reading opportunities through visits to and/or from the library

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Note: New measure added in FY 2005. Targets are TBD.

Measure 1.2: Percent of children in the District between birth and 19 exposed to reading opportunities through enrollment in the Summer Quest reading program

	Fiscal Year	
	2005	2006
Target	15	17
Actual	-	-

Note: New measure added in FY 2005.

Measure 1.3: Percent change in the number of adults that participate in library activities to address their literacy needs that give them an opportunity to improve their reading skills

	Fiscal Year	
	2005	2006
Target	10	15
Actual	-	-

Note: New measure added in FY 2005.

Measure 1.4: Percent change in number of visits per service hour

	Fiscal Year	
	2005	2006
Target	5	3
Actual	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Library Materials and Their Use

	FY 2004*	FY 2005
Budget	\$12,930,088	\$13,752,295
FTEs	226.0	226.0

Program Description

The **Library Materials and Their Use** program provides library collections, reference services and virtual reference services to library customers so they can get the information and materials they need when they need them. This program has three activities.

- **Reference** - provides the identification and delivery of requested information to library customers so that they will have the information they need when they want it.
- **Library Collection** - provides the acquisition and maintenance of library materials for the public so that they can find and retrieve library materials that they want without long delays.
- **eLibrary Information Service** - provides information products and services to infor-

mation seekers of all ages so that they can have their information needs met remotely.

Program Budget Summary

This program has a gross funds request of \$13,752,295, which includes Local funds of \$13,438,838, Federal Grant funds of \$92,642 and Special Purpose Revenue Funds of \$230,815. The gross budget supports 226.0 FTEs in FY 2005.

Key Result Measures

Program 2: Library Materials and Their Use

Citywide Strategic Priority Area(s): Building Safer Neighborhoods; Strengthening Children, Youth, Families, and Elders

Manager(s): Richard Jackson, Interim Director

Supervisor(s): Richard Jackson, Interim Director

Measure 2.1: Percent of library reference requesters reporting at the time of their visit that they received the information they needed

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Note: FY 2004 is bringing a major shift in how the library provides reference services at the main library and in the branches. There will be an increased emphasis in services offered via the web. Therefore we cannot establish a baseline until FY 2005 or a target for FY 2006. Measure wording changed at the request of the agency (5/2004).

Measure 2.2: Percent change in annual circulation per capita

	Fiscal Year	
	2005	2006
Target	.25	.25
Actual	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Measure 2.3: Percent of customers who successfully receive answers to information requests submitted by phone or via the internet

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Note: FY 2004 is bringing a major shift in how the library provides reference services at the main library and in the branches. There will be an increased emphasis in services offered via the web. Therefore we cannot establish a baseline until FY 2005 or a target for FY 2006. Measure wording changed at the request of the agency (5/2004).

Removing Barriers to Access

	FY 2004*	FY 2005
Budget	\$2,443,637	\$2,443,637
FTEs	25.0	25.0

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The **Removing Barriers to Access** program provides equality and equity of access to information and materials in all formats to the public so that both physical and digital barriers to accessing information and materials are removed. This program has two activities.

- **Technology Access** - provides use of public computers (and printers), training in their use, and access to online information to all library customers so that they can enjoy the benefits of access to the information marketplace.
- **Adaptive Services and Services to Older Adults** - provides mobile library visits, alternative materials and adaptive technology services to District residents with limited ability to physically access the library and its materials so that they can use library materials/services in an accessible format and/or location.

Program Budget Summary

This program has a gross funds request of \$2,443,637 which includes Local funds budget of \$1,577,997, Federal Grant funds of \$455,640, and Special Purpose Revenue funds of \$410,000. The gross budget supports 25.0 FTEs.

Key Result Measures

Program 3: Removing Barriers to Access

Citywide Strategic Priority Area(s): Building Safer Neighborhoods; Strengthening Children, Youth, Families, and Elders

Manager(s): Richard Jackson, Interim Director

Supervisor(s): Richard Jackson, Interim Director

Measure 3.1: Percent change in utilization rate for public access computers that are used

	Fiscal Year	
	2005	2006
Target	5	3
Actual	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Measure 3.2: Percent change in number of customers attending free computer user training

	Fiscal Year	
	2005	2006
Target	5	3
Actual	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Measure 3.3: Percent change in number of DC residents with limited ability to physically access the library and its materials who through one of the services in the Adaptive Services Activity use library materials/services in an accessible format and/or location

	Fiscal Year	
	2005	2006
Target	5	3
Actual	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Agency Management

	FY 2004*	FY 2005
Budget	\$7,521,746	\$9,032,855
FTEs	69.0	69.0

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure cost-saving as a key objective.

Program Description

The Agency Management program provides operational support to the agency so that it has the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting (PBB) agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

A gross funds request of \$9,032,855 in FY 2005, which includes Local funds of \$8,692,802, Special Purpose Revenue funds of \$20,000 and intra-District funds of \$320,053. The gross budget supports 69.0 FTEs. The Agency

Management Program primarily supports the Citywide Strategic Priority area of Making Government Work.

Since the agency transitions to PBB in FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, a change within this program increased the overall gross funds budget by \$822,304 for known pay increases. Fixed costs also increased by \$363,240.

Key Result Measures

Program 4: Agency Management

Citywide Strategic Priority Area(s): Building Safer Neighborhoods; Strengthening Children, Youth, Families, and Elders

Manager(s): Richard Jackson, Interim Director

Supervisor(s): Richard Jackson, Interim Director

Measure 4.1: Dollars saved by agency-based labor management partnership projects

	Fiscal Year	
	2005	2006
Target	5	5
Actual	-	-

Note: Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for these projects that have cost-savings as a key objective.

Measure 4.2: Percent variance of estimate to actual expenditure

	Fiscal Year	
	2005	2006
Target	5	5
Actual	-	-

Measure 4.3: Cost of Risk

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 4.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

Measure 4.5: Percent of Key Result Measures Achieved

	Fiscal Year	
	2005	2006
Target	70	70
Actual	-	-

Agency Financial Operations

	FY 2004*	FY 2005
Budget	\$486,862	\$528,485
FTEs	9.0	8.0

*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

Program Description

The purpose of the **Agency Financial Operations** program is to provide comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all PBB agencies. More information about the Agency Financial Operations program can be found in the Strategic Budgeting Chapter.

For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2005 Operating Appendices Volume.

Commission on the Arts and Humanities

www.dcartarts.dc.gov

Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$3,233,160	\$2,513,283	\$4,960,546	97.4
FTEs	9.0	9.0	9.0	0.0

The mission of the D.C. Commission on the Arts and Humanities (DCCAH) is to provide grants, programs and educational activities that encourage diverse artistic expressions and learning opportunities so that all District of Columbia residents and visitors can experience the rich culture of our city.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- By the end of FY 2006, provide 10.0 percent additional funding incentives to District of Columbia arts organizations for the expansion and rehabilitation of cultural facilities.
- By the end of FY 2005, the grant applicant pool will expand by 15.0 percent through the establishment of new funding initiatives aimed at first-time applicants, folk, youth, and experimental artists.
- During the next three years, DCCAH will raise awareness of existing and future public and private funding opportunities by 20.0 percent through the distribution of information to District artists, arts organizations, and community groups.
- During the next three years, 15.0 percent of DCCAH's budget will be generated through fundraising efforts and by leveraging

resources from public and private partnerships. At the same time, DCCAH will seek to restore its budget and staff to the FY 1995 levels.

- During the next three years, DCCAH will advocate for increased funding, full congressional representation, and jurisdictional collaboration by mobilizing the arts and cultural constituency.

Funding by Source

Tables BX0-1 and 2 show the sources of funding and FTEs by fund type for the Commission on the Arts and Humanities.

Table BX0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	1,736	1,691	1,601	3,618	2,017	126.0
Special Purpose Revenue Fund	431	327	400	800	400	100.0
Total for General Fund	2,167	2,018	2,001	4,418	2,417	120.8
Federal Grant	437	483	475	523	47	10.0
Total for Federal Resources	437	483	475	523	47	10.0
Intra-District Fund	81	731	38	20	-18	-46.7
Total for Intra-District Funds	81	731	38	20	-18	-46.7
Gross Funds	2,685	3,233	2,513	4,961	2,447	97.4

Table BX0-2

FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
General Fund						
Local Fund	4	8	2	2	0	0.0
Total for General Fund	4	8	2	2	0	0.0
Federal Resources						
Federal Grant	4	1	7	7	0	0.0
Total for Federal Resources	4	1	7	7	0	0.0
Total Proposed FTEs	8	9	9	9	0	0.0

Expenditure by Comptroller Source Group

Table BX0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table BX0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

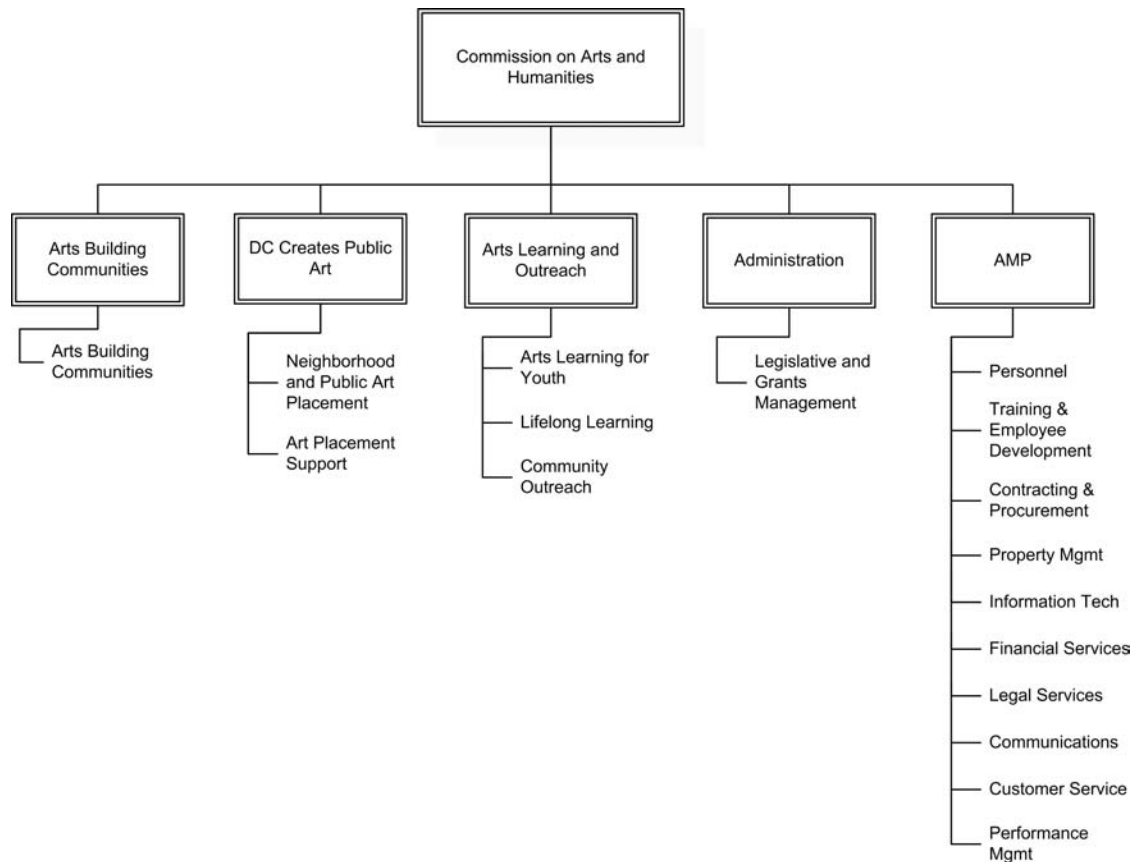
Comptroller Source Group	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	136	134	132	137	5	3.6
12 Regular Pay - Other	304	326	332	353	21	6.3
13 Additional Gross Pay	4	3	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	60	70	74	76	2	2.4
15 Overtime Pay	-3	0	0	0	0	0.0
Subtotal Personal Services (PS)	501	533	539	566	27	5.1
20 Supplies and Materials	4	4	4	7	3	75.0
30 Energy, Comm. and Bldg Rentals	7	9	22	14	-8	-37.9
31 Telephone, Telegraph, Telegram, Etc	9	20	14	24	10	69.6
32 Rentals - Land and Structures	133	131	135	139	4	3.2
33 Janitorial Services	13	16	20	21	1	3.0
34 Security Services	43	51	59	65	6	10.0
40 Other Services and Charges	35	106	41	41	0	0.0
41 Contractual Services - Other	135	84	14	14	0	0.0
50 Subsidies and Transfers	1,797	2,273	1,658	4,062	2,405	145.1
70 Equipment & Equipment Rental	8	8	8	8	0	0.0
Subtotal Nonpersonal Services (NPS)	2,184	2,700	1,975	4,394	2,420	122.6
Total Proposed Operating Budget	2,685	3,233	2,513	4,961	2,447	97.4

Expenditure by Program

This funding is budgeted by program and DCCA has the following program structure:

Figure BX0-1

Commission on the Arts and Humanities



Gross Funds

The proposed budget is \$4,960,546, representing an increase of \$2,447,263 or 97.4 percent over the FY 2004 approved budget of \$2,513,283. There are 9.0 operating FTEs for this agency, representing no change from the FY 2004 budget.

General Funds

Local Funds. The proposed budget is \$3,618,046, representing an increase of \$2,017,403 or 126.0 percent from the FY 2004 approved budget of \$1,600,643. This includes an increase of \$1,800,000 to fund capital costs for the Washington Ballet Production and the Woolly Mammoth Theatre and \$200,000 as a pass through to the D.C. Sports and

Entertainment Commission. There are 2.0 operating FTEs supported by Local funds, no change from the FY 2004 approved budget.

Special Purpose Revenue Funds. The proposed budget is \$800,000, representing an increase of 100.0 percent from the FY 2004 approved budget of \$400,000. This change is due to an estimated increase in revenue from the sale of Pandas under the new Party Animal II project (Pandamania). There are no FTEs for this fund, representing no change from the FY 2004 approved budget.

Federal Funds

The proposed budget is \$522,500, representing an increase of \$47,360 or 10.0 percent from the FY 2004 approved budget of \$475,140. This change is due to an increase to the National Endowment of the Arts grant. There are 7.0 FTEs for this fund, representing no change from the FY 2004 approved budget.

Intra-District Fund

The proposed budget is \$20,000, representing a decrease of \$17,500 or 46.7 percent from the FY 2004 approved budget of \$37,500. This change is due to a reduction in estimated sales for the annual District Film Festival, which is a project administered by the Office of Motion Picture & Television Development. There are no FTEs for this fund, representing no change from the FY 2004 approved budget.

Program

The D.C. Commission on the Arts and Humanities is committed to the following programs:

Arts Building Communities

	FY 2004	FY 2005
Budget	\$818,080	\$2,820,312
FTEs	1.1	1.1

Program Description

The **Arts Building Communities** provides artists and arts organizations with grants to produce

performances and exhibitions so that they can contribute to the cultural diversity of the District. This program has one activity and one of the services under this activity is:

- City Arts Grants provides support for District-wide cultural activities, with particular emphasis on traditionally underserved populations, first time applicants, seniors, young emerging artists, experimental artists, Latino artists, folk and traditional artists, and East of the River Communities.

Program Budget Summary

This program has a gross funds increase of \$2,002,232, or 244.7 percent over the FY 2004 approved budget of \$818,080. These changes are primarily due to a Local funds increase of \$700,000 to fund capital costs for the Washington Ballet Production, \$1,000,000 to fund a capital project for the Woolly Mammoth Theatre, \$200,000 as a pass through to the Sports and Entertainment Commission, \$100,000 directed to Arts and Humanities and a Federal Grant funds increase of \$3,066, which is due to an increase to the National Endowment of the Arts grant. The gross budget supports 1.05 FTEs no change from the FY 2004 approved level.

Key Result Measures

Program 1: Arts Building Communities

Citywide Strategic Priority Area(s): Building Safer Neighborhoods; Promoting Economic Development

Manager(s): Lionell Thomas, Legislative and Grants Program Manager

Supervisor(s): Anthony Gittens, Executive Director

Measure 1.1: Percent change in number of grants awarded

	2004	Fiscal Year 2005	2006
Target	400	-	-
Actual	-	-	-

Note: Measure wording changed (5/2004). As a result, target changed from a number to a percent in FY 2005. FY 2005 and 2006 targets are TBD.

Measure 1.2: Percent change in showcases, presentations and cultural opportunities offered

	Fiscal Year		
	2004	2005	2006
Target	300	-	-
Actual	-	-	-

Note: Measure wording changed (5/2004). As a result, target changed from a number to a percent in FY 2005. FY 2005 and 2006 targets are TBD.

Measure 1.3: Percent change in major partnerships in the arts

	Fiscal Year		
	2004	2005	2006
Target	20	-	-
Actual	-	-	-

Note: Measure wording changed (5/2004). As a result, target changed from a number to a percent in FY 2005. FY 2005 and 2006 targets are TBD.

Measure 1.4: Percent of DC residents served

	Fiscal Year		
	2004	2005	2006
Target	45	50	55
Actual	-	-	-

Note: Measure wording changed at the request of the agency (5/2004).

D.C. Creates Public Art

	FY 2004*	FY 2005
Budget	\$47,150	\$55,989
FTEs	1	1

*The FY 2004 target is a number rather than a percentage.

Program Description

The D.C. Creates Public Art program provides high quality art installations and administrative support services for the public so that they can benefit from an enhanced visual environment. The D.C. Creates Public Art program places major public art in geographically challenged areas of the city. This program also provides artwork within the Metro transit system, as well as the numerous murals and sculptures in parks around the city. In addition, through the Party Animals Public Project, 200 creatively decorated donkey and elephant sculptures were placed throughout the city during FY 2002 to encourage tourism and to promote the arts and culture of the city. The sculptures were auctioned in October 2002 with proceeds going towards supporting grant programs and arts education.

In FY 2004, as a follow-up to the Party Animals Project, 150 artistically decorated Pandas will be placed in various neighborhoods of the city through a project entitled Pandamania. These sculptures will be auctioned in FY 2005 with proceeds going towards supporting grant programs and arts education.

This program has two activities:

- **Neighborhood and Public Art Placement** - provides high quality art installations to enhance neighborhood revitalization and the visual environment of the city.
- **Art Placement Support** - provides administrative and technical assistance to the D.C. Commission on the Arts and Humanities to more efficiently and effectively install and maintain public art throughout the city.

Program Budget Summary

This program has a gross funds increase of \$8,839, or 18.7 percent over the FY 2004 approved budget of \$47,150. This increase, all of which is in Federal Grant funds, is in personal services costs for known pay increases. The gross budget supports one FTE, no change from the FY 2004 approved level.

Key Result Measures**Program 2: D.C. Creates Public Art**

Citywide Strategic Priority Area(s): Building Safer Neighborhoods; Promoting Economic Development

Manager(s): Sherry Schwechten, Art in Public Places Program Manager

Supervisor(s): Anthony Gittens, Executive Director

Measure 2.1: Percent change in new art installations

	Fiscal Year		
	2004	2005	2006
Target	10	-	-
Actual	-	-	-

Note: The FY 2004 target is a number rather than a percentage. Measure wording changed at the request of the agency (5/2004). FY 2005 and 2006 are TBD.

Measure 2.2: Percent of art placements installed on-time

	2004	Fiscal Year 2005	2006
Target	70	75	80
Actual	-	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Arts Learning and Outreach

	FY 2004	FY 2005
Budget	\$1,010,856	\$1,413,583
FTEs	1.9	1.9

Program Description

The **Arts Learning and Outreach** program provides grants, educational activities and outreach services for youth, young adults, and the general public so that they can gain a deeper appreciation for the arts and enhance the quality of their lives. This program has three activities:

- **Arts Learning for Youth** - provides grants, programs, consulting and advocacy services to school and community partners so that they can deliver quality and age appropriate arts learning opportunities both in and out of school.
- **Lifelong Learning** - provides grants and cultural events to the public so that they can access educational opportunities in the arts.
- **Community Outreach** - provides expanded arts programming information to District residents and visitors in order to increase participation at cultural events.

Program Budget Summary

This program has a gross funds increase of \$402,727, or 39.8 percent over the FY 2004 approved budget of \$1,010,856. This includes a Federal Grant funds increase of \$20,227, most of which is in subsidies and transfers for the funding of grants; a Special Revenue Purpose funds increase of \$400,000 in subsidies and transfers for an estimated increase in revenue from the sale of Pandas under the new Party Animals II project (Pandamania) and an Intra-District funds decrease of \$17,500 in subsidies and transfers. The decrease in Intra District funds is due to a reduction in estimated sales for the annual

District Film Festival, which is a project administered by the Office of Motion Picture & Television Development. This gross budget supports 1.9 FTEs, no change from the FY 2004 approved level.

Key Result Measures**Program 3: Arts Learning and Outreach**

Citywide Strategic Priority Area(s): Strengthening Children, Youth, Families, and Elders

Manager(s): Alec Simpson, Assistant Director;

Lionell Thomas, Legislative and Grants

Officer; José Dominguez, Program Manager

Supervisor(s): Anthony Gittens, Executive Director

Measure 3.1: Percent of DC public school students served

	2004	Fiscal Year 2005	2006
Target	50	55	60
Actual	-	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Measure 3.2: Percent of out of school, at-risk youth served.

	2004	Fiscal Year 2005	2006
Target	40	45	50
Actual	-	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Measure 3.3: Percent change in grant applications

	2004	Fiscal Year 2005	2006
Target	10	-	-
Actual	-	-	-

Note: The FY 2004 target is a number, rather than a percentage. Measure wording changed (5/2004).

Administration

	FY 2004	FY 2005
Budget	\$24,185	\$27,258
FTEs	0.5	0.5

Program Description

The **Administration** program provides grants, technical assistance and legislative services to the commission. This program has one activity:

- **Legislative and Grants Management** - provides funding opportunities to District artists and arts organizations.

Program Budget Summary

This program has a gross funds increase of \$3,073, or 12.7 percent over the FY 2004 approved budget of \$24,185. This change in Federal grants funding, reflects an increase in personal services costs for known pay increases. The gross budget supports 0.5 FTE, no change from the FY 2004 approved level.

Key Result Measures

Program 4: Legislative and Grants

Administration

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Lionell Thomas, Legislative and Grants Program Manager

Supervisor(s): Anthony Gittens, Executive Director

Measure 4.1: Percent change in grants and donations to the Commission

	Fiscal Year		
	2004	2005	2006
Target	10	15	15
Actual	-	-	-

Note: *The FY 2004 target is a number rather than a percentage.
Measure wording changed at the request of the agency (5/2004).

Measure 4.2: Percent change in funded grant applications

	Fiscal Year		
	2004	2005	2006
Target	15	20	20
Actual	-	-	-

Note: Measure wording changed at the request of the agency (5/2004).

Agency Management

	FY 2004	FY 2005
Budget	\$613,012	\$643,404
FTEs	4.6	4.6

Program Description

The **Agency Management** program provides operational support to the agency so that it has the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

This program has a gross funds increase of \$30,392, or 5.0 percent over the FY 2004 approved budget of \$613,012. This includes a Local funds increase of \$18,237 and a Federal Grant funds increase of \$12,155. This change is primarily due to an increase in personal services costs for known pay increases and a net increase in nonpersonal services costs for fixed cost. The gross budget supports 4.6 FTEs, no change from the FY 2004 approved level.

For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2005 Operating Appendices volume